

CDC Function Hierarchy Diagram

Attachment 1

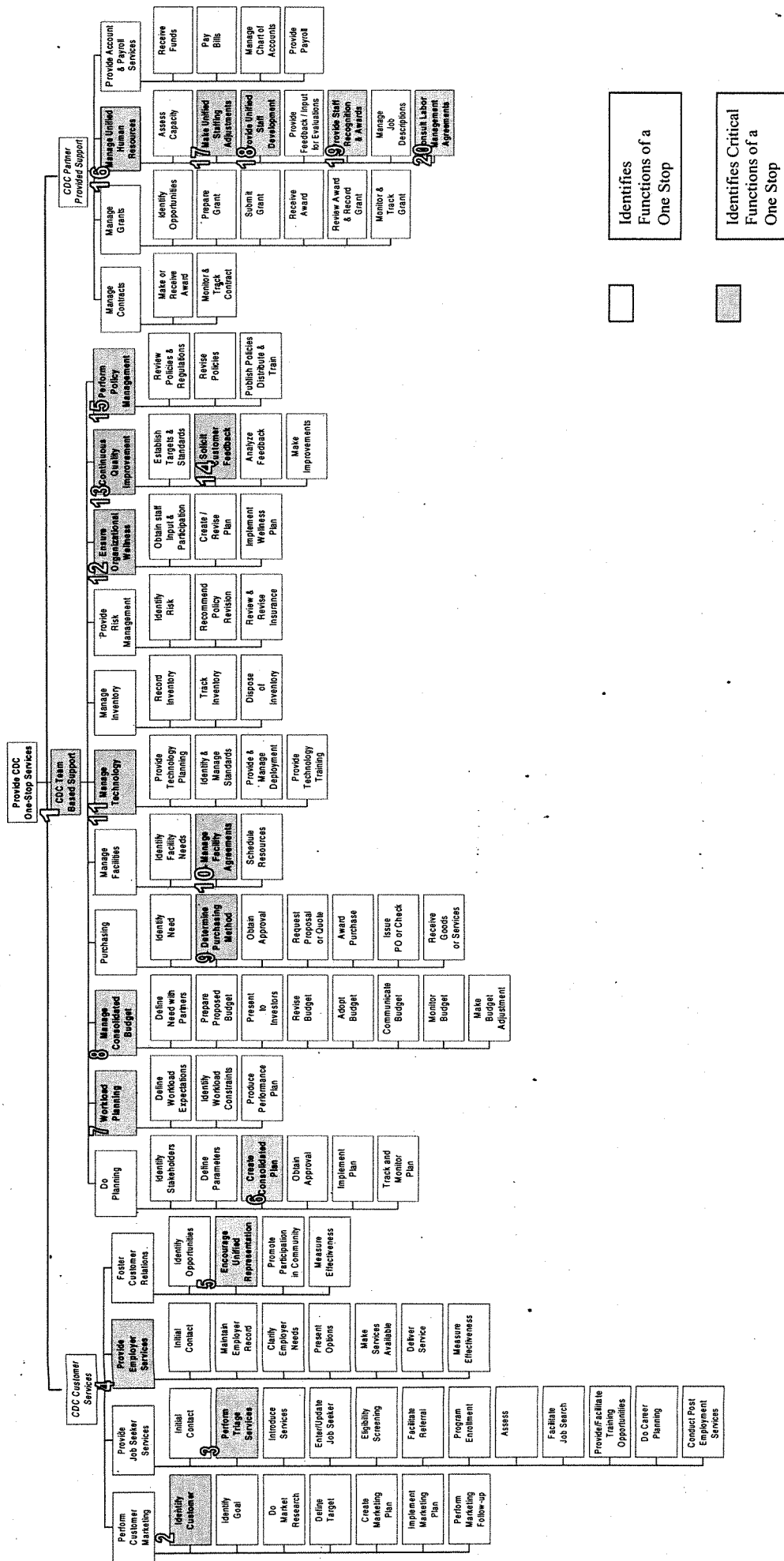


Fig. 1.1

Functional Definitions

INTRODUCTION

At the outset, the development of the One-Stop *Centers* system's foundation of effort has been to innovate, improve, and transform services provided to employers, and those seeking work or better work. When politics, resources and white papers are fully considered, the conclusion reached is that *Centers* must ensure that customers are satisfied with services received; and *Centers* outcomes are clear, documented and achieved. Front line workers have long known how to make services work best for their customers. The implementation and actualization of One-Stop is "the" opportunity to come *together* to support serving customers.

CHARTER

On July 24, 1998 a Service Delivery Design inter-agency work-group was formed and developed the following charter:

Using the team's knowledge and expertise of best practices, identify the relevant processes to support the customer needs of Career Development Centers and Affiliates.

Team Goal

Identify, define and provide examples of Best Practices, that will serve as a point of reference for all Career Development Centers throughout the State of Washington. These practices will empower individuals within Career Development Centers to implement and understand the suggested level of services to meet or exceed customer requirements and facilitate customer success.

Team Objectives

Define all critical functions with key processes categorized as a Best Practice. Provide examples of Best Practices that have been implemented in the State. Identify key opportunities to be implemented as Best Practice(s).

This Committee's conclusions are derived from the following underlying Core Values:

Core Values

- All services are value added

- Staff and Partner(s) committed to continuous quality improvement that will result in customer satisfaction and service delivery improvements
- Services designed and delivered from a customer point of view
- Help your partner win
- Career Development Center goals reflect the shared commitment of the partners to meet the needs of the customer.
- There is more than one right way
- Decisions are made with partner involvement
- If we don't provide it we help you find it
- Committed to communication with stakeholders and partners

BEST PRACTICE

Activities sponsored by the SDD work-group identified "best practices" so that others can observe "excellence" of 'One Stop work' being performed.

Best Practice is defined:

Practices that support the principles of One-Stop and a shift away from agency focus, to customer service focus.

The four principles of One Stop:

1. Universality: Be accessible to all
2. Customer Focus/Choice: Be focused on the needs and choices of the customers, both job-seekers and employers
3. Integration: Provide services that are integrated
4. Accountability: Be accountable for outcomes

FUNCTIONAL HIERARCHY

Functional Hierarchy is the technical method for presenting the set of activities that will occur in the CDC's. The Hierarchy does not present activities in a logical or sequential way. Customer requirements determine the logic and sequence of activities.

A focus of the SDD work-group is to define the required activities occurring in Career Development Centers in the new *Centers* system. The activities are interactions/transactions with customers when implemented with best practices result in highest customer satisfaction with services received. In a CDC there are a variety of services that can be utilized by customers.


CRITICAL FUNCTIONS

The workgroup has highlighted activities, which are more *critical* than others, representing activities that must be emphasized in *Centers*. Rather than attempt to replicate all of the activities in the Functional Hierarchy, the workgroup identified the *most critical* activities. As a matter of fact, these critical activities should be seen as priority activities in the *new Centers*.

CONCLUSION

The most important aspect of this presentation is to communicate where, in this state, there are already best practices for those critical activities. The SDD workgroup has begun the process of identifying best practices for people to visit and/or communicate with as we move to CDCs.

Critical Functions

- CDC Team Based Support
 - Identify Customer
 - Perform Triage Services
 - Provide Employer Services
 - Create Consolidated Plan
 - Encourage Unified Representation
 - Manage Consolidated Budget
 - Workload Planning
 - Manage Facility Agreements
 - Determine Purchasing Method
 - Manage Technology
 - Ensure Organizational Wellness
 - Continuous Quality Improvement
 - Solicit Customer Feedback
 - Perform Policy Management
 - Manage Unified Human Resources (UHR)
 - Make Unified Staffing Adjustments
 - Provide Unified Staff Development
- Provide Staff Recognition & Awards
Consult Labor Management Agreements
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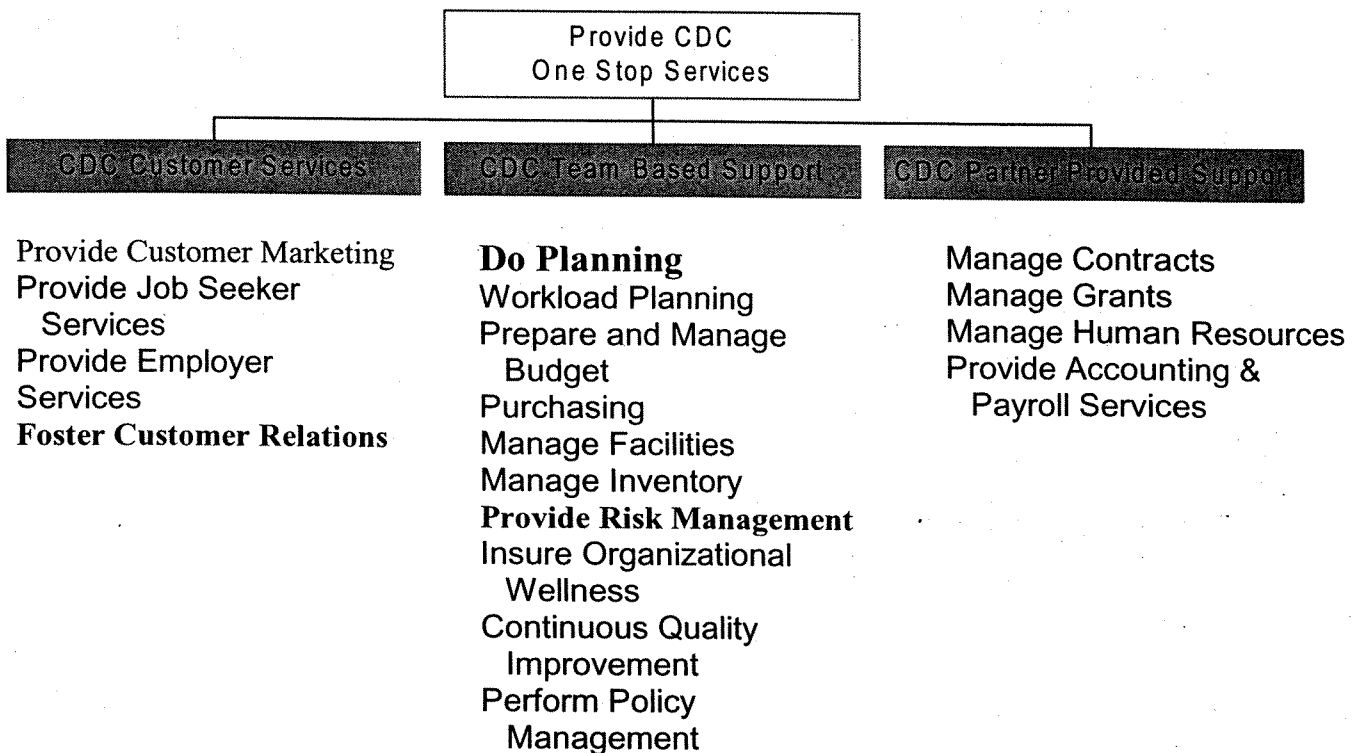
Function Model and Process Definitions

The function model represents the high-level activities within the enterprise. The activities are defined as "Functions" and "Processes" within the model. The functions are the high-level activities, which continue over time, while the processes are specific work activities with a distinct start and stop.

The function model is comprised of:

1st level Functions: the main activities performed within the enterprise.

Processes: the individual work activities, which make up the higher level functions.



Washington State

One-Stop CDC Services

1st Level Function definitions

Provide CDC One-Stop Services – Coordinate leadership to provide high-quality services to meet or exceed customer needs and facilitate customer success.

CDC Customer Services – Career Development Center services marketing to identify where or to whom services will be provided and the actual services being provided (ie Job Seeker services and Employer services).

- Provide Customer Marketing
- Provide Job Seeker Services
- Provide Employer Services
- Foster Customer Relations

CDC Team Based Support – A coordinated team effort is required to produce an effective and highly successful Career Development Center. The functions which a CDC will perform include providing effective planning, both at the strategic and workload planning levels, preparing a unified budget, coordinating and sharing purchases, joint facilities management, a shared inventory, as well as maintaining CDC wellness by minimizing risk, promoting employee participation in wellness activities and seeking ways to insure continuous quality improvements.

- Do Planning
- Workload Planning
- Prepare and Manage Budget
- Purchasing
- Manage Facilities
- Manage Inventory
- Provide Risk Management
- Insure Organizational Wellness
- Continuous Quality Improvement
- Perform Policy Management

CDC Partner Provided Support – Many of the administrative activities which are necessary to support the staff and general operations of the CDC will in many cases be performed by partnering agencies. Many of these processes can be effectively and more efficiently handled via an interagency agreement or through contracted services.

Washington State

One-Stop CDC Services

- **Manage Contracts**
- **Manage Grants**
- **Manage Human Resources**

Provide accounting and Payroll Services

Washington State

One-Stop CDC Services

Process Definitions

CDC Customer Services – Career Development Center services marketing to identify where or to whom services will be provided and the actual services being provided (ie Job Seeker services and Employer services).

Provide Customer Marketing – Customer marketing is comprised of identifying the goal which includes which customer to market to, doing market research, defining the target(s), creating and implementing a marketing plan and doing follow-up research to record effectiveness of the marketing effort.

Identify Customer – The process of determining which customer will be targeted by the marketing effort.

Identify Goal – The process of becoming aware of an opportunity or responding to a community need. Identify which customer(s) to market to.

Do Market Research – The process of reviewing market segments to identify potential employer profiles for the purpose of addressing specific goals.

Define Target – The process of identifying individual employers or groupings to address a specific goal.

Create Marketing Plan – The process of devising a plan indicating employers, project objectives, and expected results to address a specific goal.

Implement Marketing Plan – The processes of executing a specific plan to address goals.

Provide Post Employment Services – An internal review to measure effectiveness.

Provide Job Seeker Services – Job Seeker services are provided to individuals who are seeking work, changes in employment or building a life long career growth plan. The method of delivering these services will include internet, self-service, affiliate, CDC and off-site services.

Initial Contact – The first point of contact (access) which provides value added information about the system.

Washington State

One-Stop CDC Services

Perform Triage Services – The process of rapidly appraising customer needs and presenting choices.

Introduce Services – Provide an overview of Workforce Development system and services available.

Enter / Update Job Seeker – The process of collecting & maintaining JS information.

Eligibility Screening – The process of determining eligibility for enhanced programs or services.

Facilitate Referral - A facilitated matching of customer needs to appropriate services in an individualized basis tailored to the customer.

Program Enrollment – The process of enrolling Job Seekers into specific programs.

Assess – The process of measuring and evaluating skills, competency, knowledge, ability, interests and needs (this is cumulative and customer owned).

Facilitate Job Search – The process of finding work by linking JS to work and matching workers to jobs.

Provide / Facilitate Training Opportunities – The process of providing/delivering training.

Do Career Planning – The lifelong process of using assessment data and labor market information for identifying choices and making career decisions.

Conduct Post-Employment Services – The provision of or referral to continual Career Development services.

Provide Employer Services – Employer services are intended to reach out and address ways to support employer needs. Some of the services which will be provided are:

- single point of contact for support
- job postings
- candidate screening and referral
- employer training and support

Washington State

One-Stop CDC Services

Initial Contact – The process of an employer making a link to the system through a single point of contact for assistance.

Maintain Employer Record – The process of entering / updating employer information.

Clarify Employer Needs – The process of discussing and / or documenting employer needs and expectations.

Present Options – The process of exploring & offering choices to employers in an attempt to address their needs.

Make Services Available – The process of offering, modifying, creating services; or making a “Hands-on” referral to whomever is best equipped to address the employers needs. *Best Practice – Single point of contact provide “Hands-on” assistance. (include job listings)

Deliver Service – The process of implementing services as necessary to fill employer need. May include Job Seeker services and assistance or employer-specific services. (Ex. – Unique job placement skills testing, sexual harassment awareness training)

Measure Effectiveness – The process of working with employers to assess the value of services and satisfaction which they received.

Foster Customer Relations – It is vitally important to promote and nurture relations with Employers, the Community and Job Seekers to encourage awareness, participation, and overall effectiveness of the Career Development Center in meeting the needs of the community.

Identify Opportunities – The process of supporting partners in the pursuit of common outcomes.

Encourage Unified Representation – The process of representing from a unified perspective the One-Stop Vision and Purpose.

Promote Participation in Community – The process of participation as an integral part of the community.

Measure Effectiveness – The process of assessing community awareness of the system and its value in meeting community needs.

Washington State

One-Stop CDC Services

CDC Team Based Support – A coordinated team effort is required to produce an effective and highly successful Career Development Center. The functions which a CDC will perform include providing effective planning, both at the strategic and workload planning levels, preparing a unified budget, coordinating and sharing purchases, joint facilities management, a shared inventory, as well as maintaining CDC wellness by minimizing risk, promoting employee participation in wellness activities and seeking ways to insure continuous quality improvements.

Do Planning – The process of conducting inclusive planning for the organization. It collects or reads in all of the parameters, including goals and objectives, and creates a plan to be recommended for implementation.

Identify Stakeholders - The process of Identifying and engaging those persons, parties, with an interest or investment in the outcome.

Define Parameters - Define the goals and scope (research, budget funding, rules and regulations, performance outcomes, political realities, historical, environmental, strategic, include both internal and external)

Create Plan - The process of assembling and identifying the steps of the plan

Obtain Approval - Selling the Plan to the board, budget committee, peers, state agencies or partners

Implement Plan - The steps required in implementing a plan. These should include instructions, training if needed, and a means to measure the results.

Track and Monitor Plan - The process of reviewing the intent of the plan and comparing the intent against the results

Workload Planning - The process of determining the work-plan for the organization. This process includes defining expectations and constraints and producing a work-plan.

Define Workload Expectations - The process of collecting and identifying the organization expectations based upon the need and funding availability.

Washington State

One-Stop CDC Services

Identify Workload Constraints - The process of considering what the organizational constraints would be; such as resources, feasibility of implementation, legal or other constraints.

Produce Workload Performance Plan - The process of assembling a tentative plan for the up-coming planning period

Prepare and Manage Budget - Defining with partners a unified budget to address the needs of the CDC; preparing, presenting, revising and adopting a budget.

Define Need and Outcomes with Partners -The process of identifying the needs, real cost, staffing, facilities, (operational budget) to develop a unified budget for the career development centers.

Prepare Proposed Budget - The process of defining the actual cost to provide services to meet the customers' needs while addressing the negotiated performance measures.

Present to Investors - A process of identifying and assembling a budget committee of investors to review and recommend a budget.

Revise Budget -Make budget changes based on investor input

Adopt Budget - The process of presenting the budget to the board for final approval and adoption.

Communicate Adopted Budget - The process of sharing the budget process, and approved funding with staff and stakeholders.

Monitor Budget - The process of checking the budget against planned line-item review. Insuring generally accepted accounting procedures.

Make Budget Adjustment - The process of changing the budget according to priorities or revenue.

Purchasing - The process of overseeing the entire purchasing process from the identifying the need through the selection of the product or service

Identify Need - The process of identifying what to buy and why

Determine Purchasing Method - Review policies and procedures to determine the appropriate method of purchase

Washington State

One-Stop CDC Services

Obtain Approval - Secure authorization to proceed with the purchase as needed.

Request Proposal or Quote - The process of solicitation as needed

Award Purchase - Selecting and notifying the vendor to provide the product or service

Issue PO or Check - The process of issuing an obligation to pay - or authorization to produce a check

Receive Goods or Service - The process of validation and acceptance of the goods or services and record into inventory as needed.

Manage Facilities – Overseeing facility needs and agreements, scheduling resources and otherwise fulfilling the requirements of propriety.

Identify Facility Needs -The process of defining facility need, layout, flow, signage, capacity, etc.

Manage Facility Agreements - The process of monitoring and tracking contracted performance, facility maintenance, repair, etc. - Capital Improvements.

Schedule Resources - The process of scheduling and tracking facility use including equipment.

Manage Inventory – Providing overall inventory management for the equipment used within a CDC.

Record and Track Inventory - The process of identifying, tracking and disposing of inventory

Provide Risk Management – Manage the Organizational Risk by staying aware of where the risks lie and minimizing said risks

Identify Risk - The process of understanding the liability associated with any component of the business

Recommend Policy Revision - The process of reviewing and revising policies and procedures as needed to reduce or eliminate risk

Washington State

One-Stop CDC Services

Review / Revise Insurance - Update insurance in accordance with the company Risk Mgmt policies.

Insure Organization Wellness – The process of becoming aware of the wellness of the organization and its structure. To support and enhance the well being of the organization's employees.

Obtain Staff Input and Participation - The process of collecting information from staff

Create / Revise Wellness Plan - The process of conducting and holding monthly meetings to create an annual plan with the appropriate parties

Implement Wellness Plan - The process of implementing the wellness plan

Continuous Quality Improvement – Continually improving the quality of services in a CDC through establishing standards, gathering customer input, analyzing feedback and taking corrective measures.

Establish Targets/ Standards - The process of determining what the Job Seekers and Employers value most, balanced with partner performance goals, to set standards and create benchmarks for measuring improvement efforts.

Solicit Customer Feedback - The process of receiving information by various means and methods.

Analyze Feedback - The process of comparing results to the standards and identifying trends.

Take Corrective Measures -The process of addressing what needs to be changed for improvement.

Perform Policy Management - The process of assembling and revising the organizational policies

Review Policies and Regulations - The process of conducting a policy / procedure review for compliance, continuing relevancy and accuracy

Washington State

One-Stop CDC Services

Revise Policies - The process of creating, deleting or rewriting policies as needed by organizational, regulatory or other directives

Publish Policies Distribute and Train - The process of policy formalizing and distributing changes, and training staff as necessary

CDC Partner Provided Support – Many of the administrative activities which are necessary to support the staff and general operations of the CDC will in many cases be performed by partnering agencies. Many of these processes can be effectively and more efficiently handled via an interagency agreement or through contracted services.

Manage Contracts – The process of recording and keeping accurate records on contracts

Make or Receive Award - The process of providing funds for a specific service and creating the necessary contract tracking record.

Monitor and Track Contract - The recording and tracking of the contract including producing all appropriate reports

Manage Grants - The process of writing, reviewing and submitting a grant request.

Identify Opportunities - The process of identifying grant opportunities

Prepare Grant - The process of identifying grant preparation issues, needs and preparing the grant documentation.

Submit Grant - The process of completing and submitting the grant by the deadline

Receive Award - The process of being notified of the award

Review Award and Record Grant - Review and compare what was submitted identifying final grant award requirements and creating the necessary record for the grant tracking

Monitor and Track Grant - The recording and tracking of the grant including producing all appropriate grant reports

Washington State

One-Stop CDC Services

Manage Human Resources - The process of managing the needs of the employees.

Access Capacity – The process of comparing service delivery needs with resources.

Make Staffing Adjustments – The process of participatory (CDC - Partners) handling making adjustments to staffing levels. Including, recruitment, hiring, and staffing reductions.

Provide Staff Development – The process of evaluating skills, knowledge and abilities; building a staff development plan and providing learning opportunities to deliver integrated services.

Provide Feedback / Input for Evaluations – The process of insuring CDC (integrated services) feedback / input is provided. (individual performance)

Provide Staff Recognition and Awards - The process of publicly consistently recognizing individual / team efforts in exceeding customer needs.

Manage Job Descriptions - The process of incorporating the core competencies into individual jobs - to meet the customer's needs.

Consult Labor Management Agreements -The process of honoring existing labor management and partnership agreements where appropriate.

Provide Account and Payroll Services - The process of overseeing the financial operations.

Receive Funds - The process of recording, tracking & receiving funds due

Pay Bills - The process of recording, tracking and paying obligations

Manage Chart of Accounts - Process of maintaining appropriate accounts for tracking and reporting all business expenditures

Provide Payroll - The process of keeping track of employee hours, calculating compensation and taxes, and issuing a paycheck.

Attachment 3

RCW 28C.18.020

Work force training and education coordinating board.

(1) There is hereby created the work force training and education coordinating board as a state agency and as the successor agency to the state board for vocational education. Once the coordinating board has convened, all references to the state board for vocational education in the Revised Code of Washington shall be construed to mean the work force training and education coordinating board, except that reference to the state board for vocational education in RCW 49.04.030 shall mean the state board for community and technical colleges.

(2)(a) The board shall consist of nine voting members appointed by the governor with the consent of the senate, as follows: Three representatives of business, three representatives of labor, and, serving as ex officio members, the superintendent of public instruction, the executive director of the state board for community and technical colleges, and the commissioner of the employment security department. The chair of the board shall be a nonvoting member selected by the governor with the consent of the senate, and shall serve at the pleasure of the governor. In selecting the chair, the governor shall seek a person who understands the future economic needs of the state and nation and the role that the state's training system has in meeting those needs. Each voting member of the board may appoint a designee to function in his or her place with the right to vote. In making appointments to the board, the governor shall seek to ensure geographic, ethnic, and gender diversity and balance. The governor shall also seek to ensure diversity and balance by the appointment of persons with disabilities.

(b) The business representatives shall be selected from among nominations provided by a statewide business organization representing a cross-section of industries. However, the governor may request, and the organization shall provide, an additional list or lists from which the governor shall select the business representatives. The nominations and selections shall reflect the cultural diversity of the state, including women, people with disabilities, and racial and ethnic minorities, and diversity in sizes of businesses.

(c) The labor representatives shall be selected from among nominations provided by statewide labor organizations. However, the governor may request, and the organizations shall provide, an additional list or lists from which the governor shall select the labor representatives. The nominations and selections shall reflect the cultural diversity of the state, including women, people with disabilities, and racial and ethnic minorities.

(d) Each business member may cast a proxy vote or votes for any business member who is not present and who authorizes in writing the present member to cast such vote.

(e) Each labor member may cast a proxy vote for any labor member who is not present and who authorizes in writing the present member to cast such vote.

(f) The chair shall appoint to the board one nonvoting member to represent racial and ethnic minorities, women, and people with disabilities. The nonvoting member appointed by the chair shall serve for a term of four years with the term expiring on June 30th of the fourth year of the term.

(g) The business members of the board shall serve for terms of four years, the terms expiring on June 30th of the fourth year of the term except that in the case of initial members, one shall be appointed to a two-year term and one appointed to a three-year term.

(h) The labor members of the board shall serve for terms of four years, the terms expiring on June 30th of the fourth year of the term except that in the case of initial members, one shall be appointed to a two-year term and one appointed to a three-year term.

(i) Any vacancies among board members representing business or labor shall be filled by the governor with nominations provided by statewide organizations representing business or labor, respectively.

(j) The board shall adopt bylaws and shall meet at least bimonthly and at such other times as determined by the chair who shall give reasonable prior notice to the members or at the request of a majority of the voting members.

(k) Members of the board shall be compensated in accordance with RCW 43.03.040 and shall receive travel expenses in accordance with RCW 43.03.050 and 43.03.060.

(l) The board shall be formed and ready to assume its responsibilities under this chapter by October 1, 1991.

(m) The director of the board shall be appointed by the governor from a list of three names submitted by a committee made up of the business and labor members of the board. However, the governor may request, and the committee shall provide, an additional list or lists from which the governor shall select the director. The lists compiled by the committee shall not be subject to public disclosure. The governor may dismiss the director only with the approval of a majority vote of the board. The board, by a majority vote, may dismiss the director with the approval of the governor.

Local Workforce Development Council Formation and Certification

A Checklist for Chief Local Elected Officials

Purpose

The following “checklist” is offered to Chief Local Elected Officials to assist you in your leadership role for workforce development. It is designed to take you through the steps required to establish a local Workforce Development Council. This action is required, in part, in order for the state to implement the Workforce Investment Act of 1998.

The Workforce Investment Act of 1998 was signed into law on August 7, 1998. The purpose of the Act is to coordinate and improve employment, training, literacy, and vocational rehabilitation programs. The Act provides resources and authority to states and local communities to provide coordinated labor market services and training and to ensure an adequate return on investment through strong program accountability.

Sec.116 of the Workforce Investment Act (WIA) requires the Governor to designate local Workforce Investment Areas within the state. Governor Gary Locke designated the current twelve geographic Service Delivery Areas in the state under JTPA as the local Workforce Investment Areas under WIA (see attached map).

Sec.117 of the Act requires Chief Local Elected Officials¹ to establish a local Workforce Investment Board in each of the state’s Workforce Investment Areas. In Washington State these local councils will be named local “Workforce Development Councils.”

¹ In the case in which a local area includes more than one unit of general government, the Chief Elected Officials of such units may execute an agreement that specifies the respective roles of the individual Chief Elected Officials.

Step One - Review the functions of the local Workforce Development Council

The Chief Elected Officials, responsible for establishing the Council in the local area, should review the functions of a local Workforce Development Council.

The functions of the local Workforce Development Council include:

- Development of a Strategic Plan for the local area's workforce development system. The area Strategic Plan is to include assessments of current and future employment opportunities and skills needs, the current and future workforce, and current workforce development system; and include the goals, objectives, and strategies for the local workforce development system.
- Development of a local plan for WIA Title I-B covering One-Stop universal services and other Title I-B funded employment and training services to youth, adults, and dislocated workers.
- Execution of a master partnership agreement with local chief elected official.
- Coordination of workforce development activities to ensure linkage with economic development strategies.
- Coordination of outreach and linkages with employers, including small business.
- Assessment of the planning process to identify quality improvements.
- Selection and oversight of WIA Title I-B youth providers and One-Stop operators.
- Development of Memoranda of Understanding with and among One-Stop partner organizations.
- Negotiation of local performance standards for WIA Title I-B with the state.
- Identification of eligible providers of WIA Title I-B funded training.
- Assistance regarding the employment statistics system.
- Coordination of Temporary Assistance for Needy Families (TANF) WorkFirst post-placement services within the workforce development system in the area.

How is “local Workforce Development System” described?

The “Workforce Development System” means programs that use private and/or public (local, state, and federal) funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers or employers.

The “Workforce Development System” includes, but is not limited to:

- Secondary vocational education, including activities funded under the federal Carl D. Perkins Vocational-Technical Education Act of 1998.
- Community and technical college vocational education programs, including activities funded under the federal Carl D. Perkins Vocational-Technical Education Act of 1998.
- Private career schools and private college vocational programs.
- Employer-sponsored training.
- Youth, adult, and dislocated worker programs funded by Title I-B of the Workforce Investment Act of 1998 (WIA).
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIA Title II).
- Activities funded under the federal Wagner-Peyser Act (WIA Title III).
- Apprenticeships.
- The One-Stop System [as described in WIA Sec.121 (b)].
- The state Job Skills Program.
- Timber Retraining Benefits.
- Work-related components of the vocational rehabilitation program (WIA Title IV).
- Services provided by the Department of Services for the Blind.
- Programs offered by private and public nonprofit organizations that provide job training or work-related adult literacy services.
- May include other local, state, and federally funded workforce development programs.
- May include other privately funded workforce development programs and initiatives.

Step Two - Choose between two Workforce Development Council options

The Chief Local Elected Officials in the local area may chose either of two Council membership options.

1. Establish a new local Workforce Development Council (WDC) that meets:
 - a) At a minimum, the Council membership composition requirements of WIA Sec.117 (b) and the Youth Council membership composition requirements of Sec.117 (h).
 - b) The state membership and appointment criteria.

Detail for pursuing this option is included in an attachment entitled:

Appointment Criteria for Establishing A New Local Workforce Development Council.

2. Select a pre-existing entity that meets:
 - a) The “alternative entity” option described in WIA Sec.117 (i).
 - b) The state membership and appointment and re-appointment criteria.

Detail for pursuing this option is included in an attachment entitled:

Local Workforce Development Council Appointment Criteria When Using A Pre-Existing “Alternative Entity.”

Step Three - Notify the Governor of your choice

The Chief Local Elected Official in the local area should submit a letter to the Governor (with a copy to the Workforce Training and Education Coordinating Board) proposing his or her choice of a new or pre-existing local council. The letter may be submitted any time after receipt of this package.

The Chief Local Elected Official's letter should be written in a way that will help the Governor appreciate how the choice will most effectively organize community leadership for the workforce development system in the area.

Step Four - Review timelines for establishing the local Council

The local Workforce Development Council's Strategic Plan must be submitted to the state by February 2000 and its WIA Title I-B Plan is due a month later. In order to meet these planning due dates, all Councils must be certified no later than January 1, 2000. The sooner a Council is established, the more time the Council will have to build quality and broad stakeholder involvement into their planning process.

Local Workforce Investment Areas that choose to establish a new entity should consider September 1, 1999, as the outside date for appointing WDC members and October 1, 1999, as the outside date for appointing Youth Council members.

Chief Local Elected Officials that choose to use a pre-existing entity should apply by letter to the Governor for provisional WDC certification to allow the area to use its standing members to function temporarily as the WDC. Provisional certification is a temporary status, making it possible for community leaders to begin developing their area's local Strategic Plan and planning their area's WIA Title I-B program while Council nominations and appointments/re-appointments are underway. Local areas that choose to use a pre-existing entity should consider October 1, 1999, as the outside date for appointing WDC members and submitting the Council certification application to the Governor for his approval.

Step Five—Begin making appointments consistent with the attached requirements and considering the following Governor's suggestions

Chief Local Elected Officials are responsible for seeking nominations and appointing local Workforce Development Council members. This LEO role is critical. The contribution of the Council to the workforce and economic development in the community is dependent on the leadership quality of its members. This important work begins with the Chief Local Elected Officials reaching out to entities that will be submitting nominations. Selecting influential individuals and key policy makers to serve on the Council will impact the effectiveness of the local workforce development system, as well as its acceptance in the community, for years to come.

Governor's suggested appointment considerations:

1. Create a nomination process that encourages access and involvement and that invites nominations of women, minorities, and individuals with disabilities.
2. Select individuals who have qualifications to carry out the strategic and oversight functions outlined below:
 - Developing a Strategic Plan for the local area's workforce development system.
 - Developing a five-year WIA Title I-B plan and overseeing the local area's One-Stop Career Development System [WorkSource], including the coordination of employer linkages for the area's One-Stop System.
 - Advising the coordination of TANF WorkFirst post-placement services with other workforce development services.
 - Advising the State Workforce Development Board on the state Unified Plan.
 - Advocating for meeting the workforce development needs of employers and individuals. Linking local area workforce development activities and plans with local economic development strategies.

Step Six - Apply to the Governor for Council Certification

Once the Chief Local Elected Officials have completed Council member appointments, the local elected officials should submit a Council Certification Application to the Workforce Training and Education Coordinating Board. The state Board will review the application promptly and make its recommendation for approval to the Governor. Local Council certification by the Governor is required under WIA.

The instructions and forms for preparing a local Council Certification Application are attached.

Attachments:

- Appointment Criteria for Establishing A New Local Workforce Development Council.
- Local Workforce Development Council Appointment Criteria When Using A Pre-Existing "Alternative Entity."
- Local Workforce Development Council – A Request for Certification (three pages).

Appointment Criteria For Establishing A New Local Workforce Development Council

This package of instructions was prepared to assist Chief Local Elected Officials who choose to establish a new local WDC that meets at a minimum:

- a) The federal criteria for local Council appointments under WIA Sec.117 (b) and the Youth Council membership composition requirements of Sec.117 (h).
- b) The Governor's state criteria for local Council appointments.

The following instructions (pages 1-6) incorporate both federal and state appointment criteria:

Majority—The local WDC must have a business majority. Council members must elect a chairperson from among its business members.

Members appointed to the Council must be individuals who have maximum “regional” policymaking or hiring authority within the organizations, agencies, or entities they represent.

Appointment Guide for use by Chief Local Elected Officials

Membership Categories and Appointment Criteria	Required Number of Members
<p style="text-align: center;">Business</p> <p>Business representatives, appointed to the local Council, must be individuals who are owners of businesses, chief executives or operating officers of businesses, and other private sector executives (including business associations) with maximum “within region” policymaking or hiring authority.</p> <p>Business appointments must include:</p> <ul style="list-style-type: none"> • At least three representatives of businesses with substantial employment opportunities in the local area. • At least three representatives of small businesses employing fewer than 50 employees. <p>All business representatives must be appointed from among individuals nominated by local business organizations and business trade associations.</p> <p>Additionally, Chief Local Elected Officials are encouraged to select representatives from:</p> <ul style="list-style-type: none"> • Key economic sectors in the area. • Employers with highly regarded human resource practices. 	<p>Business members must constitute a majority of Council members appointed</p>
<p style="text-align: center;">Labor</p> <p>Local Council membership must include at least three labor representatives.</p> <p>Central labor councils must nominate Labor representatives.</p>	<p>At least three</p>

Membership Categories and Appointment Criteria	Required Number of Members
<p style="text-align: center;">Education</p> <p>Education representation on the local Council must include:</p> <ul style="list-style-type: none"> • At least two representatives of postsecondary education. • At least two representatives of K-12. <p>Appointments may include representatives of local educational entities, including representatives of local educational agencies, local school boards, and entities providing adult education and literacy activities, and postsecondary educational institutions including community and technical colleges.</p> <p>Educational representatives must be selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities.</p>	<p>At least four</p>
<p style="text-align: center;">Community-Based Organizations</p> <p>Local Council membership must include representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present).</p>	<p>Two or more</p>
<p style="text-align: center;">Economic Development</p> <p>Local Council membership must include representatives of economic development entities, including private sector economic development entities.</p>	<p>Two or more</p>

Membership Categories and Appointment Criteria	Required Number of Members
<p style="text-align: center;">One-Stop Partners</p> <p>The required One-Stop programs and activities are listed below:</p> <ul style="list-style-type: none"> • WIA Title I-B services for youth, adults, and dislocated workers. • WIA Title I-C Job Corps. • WIA Title I-D Native American programs. • WIA Title I-D Migrant and Seasonal Farmworker programs. • WIA Sec.121 (b)(1)(B)(i) Veteran's workforce programs. • Programs authorized under the Wagner-Peyser Act. • WIA Title II Adult education and literacy activities. • Vocational rehabilitation programs authorized under Parts A and B of Title I of the federal Rehabilitation Act. • Welfare-to-Work programs. • Senior Community Service Employment programs. • Postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act. • Trade Adjustment Assistance and NAFTA programs. • Local Veteran's Employment Representatives and Disabled Veterans Outreach programs. • Employment and training activities carried out under the Community Services Block Grant. • Employment and training activities carried out by the Department of Housing and Urban Development. • Programs authorized under state unemployment compensation laws. <p>WIA Sec.661.315 requires the local Council contain at least one member representing each One-Stop partner entity. WIA 12-16-98 Preview Draft of Regulatory Issues (Governance #17) states: "An entity which administers two or more of the programs and activities carried out by the One-Stop partners [WIA Section 117(b)] may be represented on a LWIB by a single individual . . ."</p>	<p>Council members to include One-Stop representation (see clause near bottom of left column)</p>
<p style="text-align: center;">Others</p> <p>The local Council may include individuals or representatives of other appropriate entities, including entities representing individuals with multiple barriers to employment and other special populations, as determined by the Chief Local Elected Officials.</p>	<p>Locally determined</p>

<p>Youth Council</p> <p>Once a local WDC is established, the WDC members, in cooperation with the Chief Local Elected Officials for the area, must appoint a Youth Council. See below for Youth Council duties and appointment details.</p>	<p>The local WDCs membership grows to a larger size, as the federal Act requires local Youth Council members to be added as non-voting members of the area's WDC.</p>
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Youth Council

Section 117(h) of the Workforce Investment Act of 1998 requires newly established local WDCs to form a subgroup to assist the larger Council with workforce issues related to youth. WDC members, in cooperation with the Chief Local Elected Officials, must appoint this "Youth Council".

Duties of the Youth Council:

Duties of the local Youth Council include:

- A) Developing the portions of the local WIA Title I-B Plan relating to eligible youth, as determined by the chairperson of the local WDC.
- B) Subject to the approval of the local WDC:
 - (i) Recommending eligible providers of youth activities to be awarded grants or contracts on a competitive basis by the local WDC to carry out the youth activities.
 - (ii) Conducting oversight with respect to the eligible providers of youth activities in the local area.
- C) Coordinating WIA Title I-B youth activities in the area.
- D) Other duties determined to be appropriate by the chairperson of the local WDC, such as establishing linkages with educational agencies and other youth entities.

Appointment Criteria for Establishing A Youth Council

Membership Categories and Appointment Criteria	Required Number of Members	Membership and Voting Status
<p style="text-align: center;">WDC Members</p> <p>The Youth Council must include (some) members of the local WDC selected for their special interest or expertise in youth policy, such as educators and representatives of human service agencies.</p>	<p>Numbers of members to be appointed is not specified</p>	<p>Voting members of the Youth Council and of the local WDC</p>
<p style="text-align: center;">Other Community Leaders</p> <p>The Youth Council must include individuals representing the following groups:</p> <ul style="list-style-type: none"> • Representatives of youth service agencies, such as juvenile justice and local law enforcement agencies. • Representatives of local public housing authorities. • Parents of eligible youth seeking WIA Title I-B assistance. • Individuals, including former participants, and representatives of organizations that have experience relating to youth activities. • Representatives of the Job Corps, if a Job Corps Center is located in the local area. <p>The local Youth Council may include other individuals whom the chair of the local WDC, in cooperation with the Chief Local Elected Officials, determines to be appropriate.</p>	<p>Numbers of members to be appointed is not specified</p>	<p>Those appointed become voting members of the Youth Council and <u>nonvoting</u> members of the local WDC</p>

**Local Workforce Development Council
Appointment Criteria
When Using A Pre-Existing
“Alternative Entity”**

This package of instructions was prepared to assist Chief Local Elected Officials who choose to establish a local WDC using a pre-existing entity that meets:

1. The “alternative entity” option described in WIA Sec.117 (i).
2. The state membership and appointment and re-appointment criteria.

WIA Sec.117 (i) states:

“Alternative Entity—For purposes of complying with subsections (a), (b), and (c), and paragraphs (1) and (2) of subsection (h), a State may use any local entity (including a local council, regional workforce development board, or similar entity) that—

- A) Is established to serve the local area (or the service delivery area that most closely corresponds to the local area).
- B) Is in existence on December 31, 1997.
- C)
 - (i) is established pursuant to section 102 of the Job Training Partnership Act, as in effect on December 31, 1997, or
 - (ii) Is substantially similar to the local board described in subsections (a), (b), and (c) and paragraphs (1) and (2) of subsection (h).
- D) includes—
 - (i) Representatives of business in the local area.
 - (ii)
 - (I) Representatives of labor organizations (for a local area in which employees are represented by labor organizations, nominated by local labor federations), nominated by local labor federations, or
 - (II) (For a local area in which no employees are represented by labor organizations), other representatives of employees in the local area.”

Appointment Guide for use by Chief Local Elected Officials

Membership Categories and Appointment Criteria	Required Number of Members
<p style="text-align: center;">Overall Appointments/Re-appointments</p> <p>Appointments and re-appointments to fill membership categories particular to the pre-existing “alternative entity” chosen to function as the local WDC.</p> <p>Building on the membership categories of the pre-existing “alternative entity” are the additional requirements described below.</p>	<p>As appropriate</p>
<p style="text-align: center;">Business</p> <p>Business representatives appointed to the local Council must be individuals who are owners of businesses, chief executives or operating officers of businesses, and other private sector executives (including business associations) with maximum “within region” policymaking or hiring authority.</p> <p>Business appointments/re-appointments must include:</p> <ul style="list-style-type: none"> • At least three representatives of businesses with substantial employment opportunities in the local area. • At least three representatives of small businesses employing fewer than 50 employees. <p>All business representatives must be appointed from among individuals nominated by local business organizations and business trade associations.</p> <p>Additionally, Chief Local Elected Officials are encouraged to select representatives from:</p> <ul style="list-style-type: none"> • Key economic sectors in the area. • Employers with highly regarded human resource practices. 	<p>Business members must constitute a majority of Council members if a Private Industry Council is chosen as the pre-existing entity</p>

Membership Categories and Appointment Criteria	Required Number of Members
<p style="text-align: center;">Labor</p> <p>Local Council membership must include at least three labor representatives.</p> <p>Central labor councils must nominate Labor representatives.</p>	<p>At least three</p>
<p style="text-align: center;">Education</p> <p>Education representation on the local Council must include:</p> <ul style="list-style-type: none"> • At least two representatives of postsecondary education. • At least two representatives of K-12. <p>Appointments may include representatives of local educational entities, including representatives of local educational agencies, local school boards, and entities providing adult education and literacy activities, and postsecondary educational institutions including community and technical colleges.</p> <p>Educational representatives must be selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities.</p>	<p>At least four</p>
<p style="text-align: center;">Other State Membership Criteria for Local Council Membership</p> <p>Membership on the local Council must include at least one representative of each of the following:</p> <ul style="list-style-type: none"> • State vocational rehabilitation agencies. • Public assistance agencies. • Economic development agencies. • Community-based organizations. • The Public Employment Service. 	<p>At least one representative of each of the entities listed</p>

Contingency Clause

If the U.S. Department of Labor finds any part of these criteria to be in conflict with federal requirements regarding the designation of an alternative entity under WIA Sec.117 (i), the conflicting part is inoperative solely to the extent of the conflict. The alternative entity will alter its structure accordingly and remain the local WDC, unless either the Chief Local Elected Official or governor requests to review the entity's status based on the new circumstances.

Local Workforce Development Council
— A Request For Certification —

As the designated Chief Local Elected Official for purposes of the Workforce Investment Act of 1998, I am submitting this Request for local Workforce Development Council Certification to the State Workforce Development Board. I understand that the State Board will review this application and, if determined complete, will recommend its approval to the Governor.

Our Workforce Investment Area comprises the following county/counties:

I offer my assurance that the community leaders appointed as members to our area's Workforce Development Council were selected:

- With the Governor's appointment considerations in mind. We believe that the members selected will be capable of leading the Council's work to inform broad-based needs assessment, strategic planning, and program outcome analysis for our area's workforce development system as a whole.
- Following federal and state membership criteria instructions as provided by the state Board on behalf of the Governor.
- Using the nomination processes required by federal law as included in the state Board's instructions.

I have attached a chart that identifies my appointments to the local Workforce Development Council (and Form No. 1, if applicable).

Chief Local Elected Official(s)
As Designated for Purposes of the
Workforce Investment Act of 1998

Date

Mail to: Workforce Training and Education Coordinating Board
PO Box 43105
Olympia, Washington 98504-3105
Attn.: Martin McCallum

Individuals Appointed To The

Local Workforce Development Council

[illegible]

Form No. 1

If a pre-existing "alternative entity" was chosen to function as the local Workforce Development Council, the Chief Local Elected Officials are asked to attach to the Council Certification Application a written description of how the Chief Local Elected Officials plans to work with the local Workforce Development Council to:

- Ensure an ongoing role in the Council's local area Strategic Plan and local WIA Title I-B planning processes for One-Stop partner organizations as listed in WIA Sec.121 (b), community-based organizations, private vocational schools, and other interested community groups.
- Provide appropriate attention and focus on area-wide workforce development planning for youth, including the coordination and oversight of WIA Title I-B youth activities.
- Ensure an ongoing role of youth service provider agencies and others as listed in WIA Sec.117 (h)(2) in the Council's local Strategic Plan and local WIA Title I-B planning processes.

Attachment 5

Revised PY 00 WIA Adult, Youth, and Dislocated Worker Grant Substate Planning Allocations:

REVISED WIA PY 2000 ADULT PLANNING ALLOCATION			REVISED WIA PY 2000 YOUTH PLANNING ALLOCATION		
WDC/SDA	<u>Amount</u>	<u>% of Total</u>		<u>Amount</u>	<u>% of Total</u>
I	\$ 952,028	5.4756%		\$ 960,457	5.2873%
II	\$ 1,664,507	9.5733%		\$ 1,764,509	9.7136%
III	\$ 1,073,871	6.1763%		\$ 1,087,218	5.9851%
IV	\$ 1,034,848	5.9519%		\$ 1,069,543	5.8878%
V	\$ 2,800,851	16.1090%		\$ 2,957,305	16.2800%
VI	\$ 1,567,234	9.0139%		\$ 1,607,581	8.8497%
VII	\$ 1,100,826	6.3314%		\$ 1,183,889	6.5173%
VIII	\$ 1,844,820	10.6104%		\$ 1,911,030	10.5202%
IX	\$ 2,303,571	13.2489%		\$ 2,448,531	13.4792%
X	\$ 761,277	4.3785%		\$ 786,190	4.3280%
XI	\$ 926,265	5.3274%		\$ 998,787	5.4983%
XII	\$ 1,356,792	7.8035%		\$ 1,390,252	7.6533%
TOTAL	\$ 17,386,890	100%		\$ 18,165,292	100%

WIA PY 2000 DIS WORKER PLANNING ALLOCATION		
WDC/SDA	<u>Amount</u>	<u>% of Total</u>
I	\$ 952,011	5.6224%
II	\$ 1,647,432	9.7295%
III	\$ 1,171,380	6.9180%
IV	\$ 1,178,270	6.9587%
V	\$ 3,013,951	17.7999%
VI	\$ 1,437,546	8.4899%
VII	\$ 1,197,554	7.0725%
VIII	\$ 1,884,432	11.1291%
IX	\$ 1,849,713	10.9241%
X	\$ 602,743	3.5597%
XI	\$ 891,710	5.2663%
XII	\$ 1,105,683	6.5300%
TOTAL	\$ 16,932,424	100%

Attachment 6

WORKFORCE INVESTMENT ACT OF 1998 **DRAFT** PROCUREMENT POLICY

Grantee and Contractors providing WIA services must abide by the Workforce Investment Act of 1998, the WIA Regulations, and the Washington State WIA Policy.

Policy No: Procurement and Selection of Service Providers

Reference:

WIA, Section 134 (d)(4)(G), 121 (c)(1) and (2), 121 (d)(2)(A), 181 (e), 117 (f)(1), 128 (b)(1), and 123.

20 CFR 661.350

20 CFR 662.410

20 CFR 662.200

20 CFR 663.430

20 CFR 663.310

OMB Circular A-87
Governments

Revised Cost Principles for State, Local and Tribal

OMB Circular A-122

Cost Principles for Non-Profit Organizations

OMB Circular A-133

Audits of States, Local governments, and Non-Profit Organizations

OMB Circular A-133

Compliance Supplement

This provision is applicable to the procurement of goods and services obtained through funds provided under the Workforce Investment Act (WIA). Local Councils should adhere to the principles set forth in the applicable section of the law and regulations related to selection of One-Stop Operators, awarding of contracts under Title I-B Adult and Dislocated Worker Funding provisions, and awarding of contracts for Youth Service provision under Title I-B.

Procurement standards shall ensure fiscal accountability and prevent waste, fraud, and abuse in WIA programs.

The state shall follow the Revised Code of Washington and the Washington Administrative Code for procurement provided no conflict with the WIA law and regulations exists. (See RCW 39.29 for personal services, RCW 43.19 for purchased services, and RCW for interagency agreements.

Local Workforce Development Councils will establish procurement policies and procedures in accordance with applicable state and local laws, rules and regulations, provided no conflict exists with WIA. The local plan must include a description of the competitive process to be used to award grants and contracts for activities under Subtitle I of WIA (20 CFR 661.350), including the process to be used to procure training services that are made as exception to the Individual Training Account process (WIA Section 134 (d)(4)(G).

Local Workforce Development Councils will select One-Stop Operators (20 CFR 662.410)

through designation or certification through a competitive bid process, or under an agreement between the local council and a consortium of entities that include at least three or more of the required One-Stop partners identified at 20 CFR 662.200 (WIA Sec. 121 (d)(2)(A)).

Core and intensive contracts funded by WIA Title I-B are authorized. This would be as a part of those specified in the Memorandum of Understanding or Resource Sharing Agreement, between partners and the local council (WIA Sec. 121 (c) (1) and (2)). OMB Circular A-87 establishes principles and standards for determining costs for Federal awards carried out through grants, cost reimbursement contracts and other agreements with State and local governments and federally-recognized Indian tribal governments. OMB Circular A-122 establishes principles for determining costs of grants, contracts and other agreements with non-profit organizations and should be used in procuring contracts for the delivery of core services from non-profit organizations. Contracts for core services will be awarded on a competitive basis, or awarded on as designated One-Stop Operator, or members of the consortium.

WIA Training Services for adult and dislocated workers are financed and provided through the use of Individual Training Account (ITA) vouchers. Except under the three conditions described in WIA sec. 134 (d)(4)(G)(ii) and 20 CFR 663.430 (a). Local council may only provide training services under 20 CFR 663.430 if they receive a waiver from the Governor and meet the requirements of 20 CFR 661.310 and WIA Sec. 117 (f) (1) or WIA Sec. 134 (d)(4)(G)).

From funds allocated under WIA Sec. 128 (b) under paragraph 1(a)(A) or (3) to a local area, the local board shall identify eligible providers of youth activities and shall award grants or contracts on a competitive basis, based on the recommendations of the youth council and on the criteria contained in the state plan, to the providers to carry out the activities, and shall conduct oversight with respect to the providers, in the local area (WIA Sec. 123).

WIA establishes limitation on the use of funds under Title I-B. No funds available under this title shall be used for employment generating activities, economic development activities, investment in revolving loan funds, capitalization of businesses, investment in contract bidding resource centers, and similar activities that are no directly related to training for eligible individuals under this title. No funds available under Subtitle B shall be used for foreign travel (WIA Sec. 181 (e)).

20 CFR 661.310 restricts the provision of core and intensive services by the local board and by the staff of the local board. In addition the local board or its staff wish to be a one-stop operator, must obtain state permission. Youth services, as described in paragraph VIII of this policy , must be competitively procured. If a local board or its staff wish to provide any of the above WIA Title I-B, a 'firewall' must be in place sufficient to avoid both the actual and the appearance of a conflict of interest. The adequacy of the 'firewall' will be evaluated on a case by case basis.

DRAFT

Attachment 7

SUBJECT:

**Transitional Youth Procurement Option
Workforce Investment Act (WIA) Title I-B, Youth Policy**

BACKGROUND

The Workforce Investment Act (WIA) requires that youth activities supported with WIA funding be procured on a competitive basis. The Youth Council is responsible for recommending eligible providers to the Workforce Development Council (WDC) based upon the Local Unified and Operations Plans.

Some Local Areas have indicated that it will not be possible for them to make procurement decisions based on the criteria in the Local Unified and Operations Plans for transitional youth services for the summer component. In Local Areas where the Youth Council and the WDC can not meet timing constraints and issue standard requests for proposals, it will be permissible to use an alternative competitive procurement process only for the summer component during the transitional period.

POLICY & PROCEDURE

1. WIA youth services may be provided by extending existing (or, reissuing expired) contracts for summer youth services that were awarded by a competitive process under the Job Training Partnership Act.
2. The WDC has the legal authority to assume the contractual relationships (during the transition period) established by the Private Industry Council (PIC), as determined by mutual agreement or other legal means.
3. Existing service providers have performed at effective levels in the past, as determined by the Youth Council and the WDC.
4. Contracts are modified to comply with the Workforce Investment Act, if necessary. These modifications may include, but are not limited to, contracted guarantees that:
 - a. Services will be available to participants no later than July 1, 2000.
 - b. The available service delivery system meets all other requirements of the Workforce Investment Act, including the availability of the ten required program elements.
 - c. Services are available to eligible youth, as defined by WIA Section 101 (13).
 - d. Modified contracts comply with all other closeout requirements by the Department of Labor. (TEGL-99 and all other subsequent instructions.)
5. The Youth Council and the WDC must review modified contracts to ensure that service providers will provide WIA compliant services.
6. If the PIC provided direct youth services, and the WDC plans to continue to provide services during the transition period, the Council must comply with all requirements as proscribed by law. This may include authorization by the local elected officials and the governor, or a waiver from the governor, as defined in WIA Section 117 (f).

Attachment 8

Effective Date: April 1, 2000

***DRAFT* Complaint and Grievance Policy**

References:

Section 188 of WIA

Part 667 Subpart D Administrative Rules, Costs and Limitations and Subpart F Grievances Procedures, Complaints, and the State Appeals Process of Department of Labor (DOL) regulations implementing the Workforce Investment Act (WIA) of 1998;

Department of Labor regulations implementing Title VI of the Civil Rights Act (29 CFR, 31);

Department of Labor regulations implementing Section 504 of the Rehabilitation Act (29 CFR, 32); and

Department of Labor regulations implementing the Nondiscrimination and Equal Opportunities Requirements of the Workforce Investment Act of 1998 (29 CFR Part 37) issued November 12, 1999.

Title II of the Americans with Disabilities Act of 1990, as amended (28 CFR 35)

1

OVERVIEW

This policy is intended to provide guidance to Workforce Development Councils (WDC's) and other grant recipients to implement complaint and grievance procedures in compliance with WIA requirements.

Complaints may be in one of several categories: discrimination, non-criminal violations, criminal violations (including fraud and abuse), labor standards violations, and grievances against employers. In addition to addressing these different categories, this policy also explains appeal rights when there is no timely response to a complaint, the response is unsatisfactory, or an entity disagrees with audit findings.

Grant Recipients, WDC Administrative Entities and state Subrecipients will ensure that complaint and grievance procedures are implemented which comply with the references cited above.

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- I. Discrimination Complaints
- II. Non-Criminal JTPA-Related Complaints

- III. Procedures for Processing Complaints
- IV. Criminal Complaints and Reports of Fraud, Abuse and Other Criminal Activity
- V. Labor Standards Violations
- VI. Audit Resolution Appeals
- VII. Employer Grievance Procedures
- VIII. Complaint and Grievance Coordinator
- IX. Maintenance of Records and Reporting
- X. Washington Administrative Code WAC 192-40
- XI. Petition for Review by Department of Labor
- XII. Petition for Review by the State
- XIII. State Level Hearing
- XIV. Lawsuits or Administrative Enforcement Actions

I. DISCRIMINATION COMPLAINTS

Fiscal Agents, WDC Administrative Entities and state Subrecipients will establish discrimination complaint procedures. Any person who believes that he or she, or any specific class of individuals, has been or is being subjected to discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship and participation in WIA, may file a complaint within 180 days of the alleged discrimination. Complaints alleging discrimination on the basis of race, color, or national origin may be filed under Section 188 of the Workforce Investment Act or Title VI of the Civil Rights Act. Complaints alleging discrimination on the basis of disability may be filed under Section 188 of WIA or Section 504 of the Rehabilitation Act.

A. Dissemination of Complaint Procedures

All entities administering or operating WIA programs will make information regarding complaint procedures available to all interested parties including applicants, eligible applicants, registrants, participants, applicants for employment, employees, and members of the public, unions, or professional organizations holding collective bargaining or professional agreements with the WDC or program providers. More detail can be found at 29 CFR 37.29 Dissemination policy. The following is provided as a general guide:

1. As set forth in 29 CFR 37.31, at a minimum, the notice required by 29 CFR 37.29 and 37.30 must be:
 - Posted prominently and in reasonable numbers and places. (bulletin boards, reception areas, resource centers) and will state that the entity does not discriminate. It will describe the right to file discrimination complaints, and the procedures and time frames for doing so, including the name, address, and telephone number of the contact person. The poster must contain the wording found in the regulations under 29 CFR 37.30 "Equal Opportunity is the Law."
 - Disseminated in internal memoranda in other written and electronic form,
 - Included in handbooks or manuals,
 - Made available to each participant, and made part of the participant's.

2. At an orientation, each participant will be provided a written description of the right to file discrimination complaints, the procedures and time frames for doing so, and the steps that will be taken to resolve issues. A copy will also be provided to any other individual or organization upon request. This shall include a copy of "Equal Opportunity is the Law."
3. Reasonable steps will be taken, considering the scope of the program and the size and concentration of non-English speaking populations, to provide in appropriate languages, the notice of non-discrimination and the right to file discrimination complaints.
4. All recruitment brochures and other materials which are ordinarily distributed to the public to describe programs funded under WIA or the requirements for participation by recipients or participants, shall include a statement indicating that the program or activity is an "equal opportunity employer/program" and that "auxiliary aids and services are available upon request to individuals with disabilities." All new brochures should also include a TDD number for the hearing impaired.

B. Filing

An individual wishing to file a discrimination complaint must be given the option to file the complaint with the Workforce Development Council (WDC)/state subrecipient EO Officer or with the Director of the Civil Rights Center (DOL/CRC). A copy of the Complaint Information Form will be provided to any individual or organization indicating that they will file a discrimination complaint with DOL/CRC. A copy of the form is attached.

The complainant has 180 days from the date of the alleged discrimination to file a complaint. The Director of CRC, for good cause shown, may extend the filing time.

C. Referral

If the complainant chooses to file with DOL/CRC referral will be made no later than one (1) business day following the receipt of any discrimination complaint to:

National Director
U.S. Department of Labor
Civil Rights Center
Room N-4123 Frances Perkins Building
200 Constitution Avenue NW
Washington, D.C. 20210
CRC-WIA@dol.gov

Concurrent with the referral, a copy of the complaint will be sent to:

Assistant Commissioner
Employment Security Department

Employment and Training Division
P.O. Box 9046
Olympia, Washington 98507-9046
Attention: WIA Complaints

Complainants will be advised in writing of the referral.

WDCs shall also send a copy of discrimination complaints to the WIA complaints desk listed above.

D. Distinguishing between program and discrimination complaints

A complaint cannot be processed as both a program complaint and as a discrimination complaint. A discrimination complaint includes as a reason for mistreatment one of the prohibited factors: race, color, national origin, sex, religion, age, disability, political affiliation or belief, or for participants, participation in WIA or citizenship.

II. NON-CRIMINAL WIA-RELATED COMPLAINTS

Each WDC Administrative Entity and state subrecipient will operate complaint procedures for the resolution of complaints arising in connection with its actions.

A. To be afforded treatment under these procedures, a complaint must either:

Allege a violation of the Workforce Investment Act, its regulations, or any grant or agreement under the Act, and be filed in writing within one year of the alleged occurrence. Included in this section are complaints arising from investigations or monitoring reports in addition to actions taken by or on behalf of the Workforce Development Council (WDC), the Administrative Entity, service providers and subgrantees, or any administrator, employee, or agent;

NOTE: Complaints may be filed by any individual or organization, and need not identify the specific provision of the law, regulations, policy, grant, or agreement regarded as violated. The allegation must, however, be complete and concise. It must contain sufficient information to allow the WIA or state subrecipient to determine whether it warrants treatment under WIA complaint procedures or would more appropriately be referred elsewhere.

B. Jurisdiction

Where the WIA Administrative Entity or state subrecipient chooses to require its subrecipients/subgrantees to operate complaint procedures, such lower-level procedures will apply only to those complaints arising from actions for which the subrecipient/subgrantee has responsibility. Under no condition will the operation of procedures by subrecipients/subgrantees fulfill the obligation of the WDC Administrative Entity or state subrecipient to operate procedures itself. If the WDC does not respond to a complaint and provide for a hearing and it becomes necessary for the state to hold the hearing, the WDC will be charged for the cost of the hearing. Nor

will the operation of such lower level procedures limit a complainant's right to appeal through the WDC Administrative Entity or state subrecipient.

- C. All complaint and hearing procedures will be written and readily available upon request.

III. GUIDELINES FOR DEVELOPING COMPLAINTS PROCEDURES

- A. In addition to requirements found at 29 CFR 37 Subpart D Compliance Procedures or 20 CFR Part 667 Subpart F Grievance Procedures, Complaints, and State Appeals Processes, the complaint and hearing procedures will incorporate the following elements:

1. A complaint will be regarded as filed on the date it meets the criteria of II.A. above (or for an audit appeal, not less than 15 days or more than thirty (30) days after a final determination is issued), and is received by the entity which has jurisdiction over the alleged occurrence. Each recipient shall maintain a log of all complaints filed. The log shall include the name and address of the complainant, reason for the complaint, the facts of the complaint, grounds for discrimination (if applicable), the date the complaint was filed, the disposition of the complaint, and any other pertinent information.
2. Complainants will be advised in writing of the status of the complaint at each step of the process:
 - a. Written response will be issued to complainants within ten (10) working days of receipt of any written complaint or attempt to file a complaint.

The correspondence will confirm the status of the complaint and advise of the next step in the process. If a complaint is not entitled to treatment under the complaint and hearing procedures because it does not meet criteria described at II.A., the complainant will be advised of the reasons. If a complaint is received by an entity, which lacks jurisdiction over the alleged occurrence, the complaint will be returned to the complainant with instructions for proper filing.

- b. If a complaint has been filed and implementation of procedures requires further action by the complainant, the complainant will be advised in writing: (i) of the actions to be taken; (ii) a specific and reasonable time frame for such actions; and, (iii) that failure to take such action without good cause may be considered as intent to withdraw the complaint.

- c. All resolutions, agreements, or actions affecting a change in the status of a complaint will be confirmed in writing.

B. Complainant Rights

Complaint and hearing procedures will inform complainants of their right to:

1. Request information and guidance on how to file a complaint or a request for review;
2. Waive or postpone a scheduled hearing in order to pursue informal resolution;
3. Request, with good cause, that a hearing be rescheduled; and,
4. Withdraw a complaint at any time.

C. Informal Resolution

Complaint and hearing procedures will incorporate steps to facilitate informal resolution at the level where the alleged violation occurred.

D. Hearing Notice

Written hearing notices will be sent to the complainant, respondent, and other parties considered appropriate by the entity operating the complaint and hearing procedure. Notices will be sent at least 15-calendar days prior to the scheduled hearing to permit adequate preparation of the case. The notice will include the date, time, and place of the hearing.

E. Hearing Procedures

Hearing procedures will incorporate the following minimum standards:

1. Hearings will be provided within sixty (60) days of the receipt of a complaint (defined at II.A.), unless waived or postponed at the request of the complainant and confirmed in writing.
2. Impartial hearings officers will be provided to conduct hearings on complaints. Hearings officers will be individuals who have qualifications necessary to conduct proceedings which meet these requirements and to issue decisions which reflect WIA, its regulations, and other applicable laws. No individual will hear or decide on issues in cases in which he or she is an interested party. It is recommended that SDAs contract with the State Office of Administrative Hearings.
3. Hearings will cover only those issues listed in the hearing notice.
4. Full and complete records will be kept of all hearings proceedings. All testimony will be recorded, and the hearing record will be transcribed by a court reporter.
5. Individuals involved in hearings proceedings have the right to be represented by counsel or other authorized agent(s). WDC Administrative Entities, state subrecipients and other organizations providing or operating complaint and hearing procedures under these provisions are not liable for costs of legal council or representation incurred by the complainant.
6. All parties have the right to present witnesses and evidence.

7. Complainants have the right to question witnesses and other parties.
8. The burden of proof rests with complainants to demonstrate allegations are true and based on a preponderance of evidence.
9. A written decision will be issued to complainants within sixty (60) days of the filing of a complaint, unless the right to a hearing within thirty (30) days has been waived. Written decisions will include:
 - a. A statement of the violations alleged by the complaint;
 - b. Findings of fact;
 - c. Conclusions of law;
 - d. A decision;
 - e. Relief requirements and corrective actions; and
 - f. Notice of the right to request state review and instructions on how to file the request.

A copy of all decisions will be concurrently sent to:

Assistant Commissioner
Employment Security Department
Employment and Training Division
P.O. Box 9046
Olympia, Washington 98507-9046
Attention: WIA Complaints

IV.

CRIMINAL COMPLAINTS AND REPORTS OF FRAUD, ABUSE, AND OTHER CRIMINAL ACTIVITY

Such complaints are covered in 20 CFR 667.630 which requires immediate reporting of such information through the Incident Reporting System to DOL's Office of Investigations, Room S5514m 200 Constitution Avenue NW., Washington, DC 20210 or as otherwise directed in the section referenced above.

V. LABOR STANDARDS VIOLATIONS

Complaints alleging labor standards violations under Section 181 of the Workforce Investment Act of 1998 must exhaust local procedures as described in Section III or 60 days after filing must pass with no decision, before complaints can be submitted to the Secretary of the Department of Labor.

Labor standards are described in Subtitle E Section 181 Requirements and Restrictions of the Act. Special handling of labor standards complaints are described in 667.272 of the implementing regulations.

VI. AUDIT RESOLUTION APPEALS

Pursuant to 20 CFR 667.500 as set out in the Federal Register , on non-federal audit resolution the Governor herewith prescribes standards for appeals procedures for audit resolution disputes.

- A. The period of time shall be not less than 15 days nor more than 30 days after the issuance of the final determination in which an appeal may be filed for audit resolution.
- B. Rules on procedure, on timely submission of evidence, on the timing of decisions and further appeal rights as set forth in Section III of this provision shall apply.
- C. In the event of possible conflict in interpretation of hearing and review procedures, Washington Administrative Code 192-40 shall govern.

VII. EMPLOYER GRIEVANCE PROCEDURES

Grievance procedures apply to issues related to the terms and conditions of participant employment. WDC Administrative Entities and state subrecipients will establish and maintain grievance procedures and will assure that all participants whose employment are funded under the Act have access to them.

If an employer is required to use a certain grievance procedure under a covered collective bargaining agreement, then those procedures should be followed for the handling of WIA complaints under this section.

A. Minimum Requirements for Employer Grievance Procedures

WDC Administrative Entities and state subrecipients will establish specific steps to:

1. Identify the specific grievance procedures available to participants under each subcontract, subgrant, or subagreement negotiated for the purpose of employment of any participant. The grievance procedures and the method used to advise participants of such procedures will be described in such subcontract, subgrant, or subagreement;
2. Identify procedures whereby participants are advised of the right to request review by the WDC Administrative Entity or state subrecipient of employer grievance decisions; and
3. Assure written grievance procedures are available upon request to participants employed under WIA.

B. Review of Employer Grievance Decisions

WDC Administrative Entities and state subrecipients will establish and follow procedures to review employer decisions on grievances related to the terms and conditions of employment of participants in WIA-funded positions. Procedures for review of employer grievance decisions will be written and will include the following elements:

1. Specific steps to review issues and to facilitate informal resolutions;
2. Issuance of a written determination of findings and actions to be taken; and
3. Standard time frames providing for expedient review, resolution, and issuance of determination.

VIII. COMPLAINT AND GRIEVANCE COORDINATOR

WDC Administrative Entities and state subrecipients will designate a staff person to coordinate complaint and hearing procedures and grievance procedures described in this provision.

IX. MAINTENANCE OF RECORDS AND REPORTING

In addition to WIA Policy No XXX, Public Access to Records, and XXX, Records Retention, all complaint and grievance procedures will incorporate record keeping procedures, which meet the following standards:

- A. All records and correspondence related to complaints and grievances will be maintained in a manner, which assures security and confidentiality. Complaint files will be physically separate from any other records related to employment in or operation of programs.

All records regarding discrimination complaints and actions taken shall be maintained for a period of not less than three years from the date of resolution.

- B. For each complaint or grievance filed, a separate file will be established and will include:

1. The original complaint or grievance filed, except for discrimination complaints referred to DOL/CRC, in which case a copy will be retained;
2. A chronological summary of all contacts made to investigate or resolve issues;
3. All investigative reports and reports of interviews;
4. Copies of all correspondence and agreements with involved parties; and
5. All documents collected and copies of documents reviewed in relation to the issues.

- C. All actions taken in relation to receipt, referral, and/or disposition of each complaint and grievance will be recorded in a complaints/grievance log.
- D. Such reports as may be requested will be submitted to the Employment Security Department.

X. WASHINGTON ADMINISTRATIVE CODE - WAC 192-40

The Employment Security Department has adopted rules under WAC 192-40-010 through 110 that are binding for persons, organizations (including private-for-profit and private-non-profit), or governmental entities in fulfilling their obligations or exercising their rights under WIA and related regulations. A copy is attached.

Questions regarding these rules may be directed to:

Assistant Commissioner
Employment Security Department
Employment and Training Division
P.O. Box 9046
Olympia, Washington 98507-9046

XI. PETITION FOR REVIEW BY THE DEPARTMENT OF LABOR

Petitions for review of local decisions or the lack thereof regarding complaints alleging discrimination (Section I) should be filed with the Department of Labor, Civil Right Center. Such petitions must be filed within thirty (30) days of receipt of the local decision and submitted to:

National Director
U.S. Department of Labor
Civil Right Center
Room N-4123 Frances Perkins Building
200 Constitution Avenue NW
Washington, D.C. 20210

XII. PETITION FOR REVIEW BY THE STATE

In accordance with WAC 192-40-040, any individual or organization may petition the state to review a local decision or lack thereof, if the complaint, (under Section II-A) was previously filed with the WDC Administrative Entity or state subrecipient, provided:

- 1) applicable local procedures have been exhausted; and
- 2) a decision was not received within sixty (60) days of filing; or
- 3) the decision received was unsatisfactory to the complainant or other interested party.

A. Filing of a Petition for Review

A petition for review will be regarded as filed on the date a written request is received by the Assistant Commissioner of the Employment and Training Division of the Employment Security Department. Requests must be received within ten (10) days of the date on which the decision was mailed or fifteen (15) days from the date on which the complainant should have received a decision. If the petition is mailed, it will be deemed filed with the addressee on the postmark date if it is properly addressed and has sufficient postage.

Petitions for review will be addressed to:

Assistant Commissioner
Employment Security Department
Employment and Training Division
P.O. Box 9046
Olympia, Washington 98507-9046
Attention: WIA Complaints

- B. Copies of the petition for review will be sent by E&TD to all interested parties and will serve as notice that a request has been filed.
- C. Within five (5) days of receipt of the notice, WIA Grant Recipients, Administrative Entities, and state subrecipients will transmit all records pertaining to a particular complaint to the Employment and Training Division. Such records must include a complete transcript of the hearing.
- D. Upon request, WDC Fiscal Agents, Administrative Entities, and state subrecipients will take necessary action to obtain any additional evidence requested by the Employment Security Department.
- E. The review shall be confined to the record under review and shall be limited to consideration only of those matters over which the Assistant Commissioner has jurisdiction.
- F. In the event the record is incomplete or otherwise provides insufficient information, the matter may be remanded to the responsible local authority for the taking of additional evidence and issuance of a new decision. Should the Assistant Commissioner be convinced that a fair hearing will not be provided by the local authority, the case may be assigned to an administrative law judge.
- G. The decision of the Assistant Commissioner is a final agency action and is subject to review under RCW 34.05.570.
- H. In the interest of fairness, the Assistant Commissioner reserves the option to delegate the review to the reviewing officer of the Employment Security Department. In that case, the decision of the delegated review authority is a final agency action and subject to review under RCW 34.05.570.

- I. If a complainant requests a state review and a decision is not issued within thirty (30) days, the complainant may request a federal review. This review will determine whether reasonable cause exists to believe the Act or its regulations have been violated. Complainants shall be advised of this procedure at the time they request a state review.

XIII. STATE LEVEL HEARING

In accordance with WAC 192-40-070, any aggrieved party with a timely complaint, alleged adverse action, or grievance against the State administrative office for WIA, shall be provided a written description of the Employment and Training Division complaint procedures. The procedures include notification of the right to file a complaint and instructions on how to file.

A. State Level Hearing Procedures

Upon receipt of a complaint, alleged adverse action or grievance, the Employment and Training Division will notify the Office of Administrative Hearings to conduct a hearing. Notice of the hearing will be provided to all interested parties at least twenty (20) days prior to the hearing. The notice will include:

1. The time, date, and place of the hearing;
2. The name, address, and telephone number of the person to notify in the event it is not possible for the party or its legal counsel to attend the hearing;
3. The hearing procedures and a statement of the issues; and
4. An explanation that the party or its legal counsel may examine the case file prior to the hearing.

B. State Level Decision by the Office of Administrative Hearings

A written decision will be issued to the interested parties within sixty (60) days of the filing of the request for a hearing.

C. Review of State Level Decision

When a request for review is made of a state level decision, the review will be conducted by the reviewing officer of the Employment Security Department.

1. A request for such review must be directed to the reviewing officer within twenty (20) days of the issuance of the decision by the Office of Administrative Hearings.
2. The review will be of the record prepared by the Office of Administrative Hearings and will result in a decision either affirming, modifying, or reversing the decision of the administrative law judge.

- 3.If the record is incomplete or otherwise provides insufficient information upon which to base a decision, the reviewing officer may remand the matter to the Office of Administrative Hearings for the taking of further evidence and issuance of a new decision.
- 4.The decision of the reviewing officer is a final state action subject to review under RCW 34.05.570.

XIV. LAWSUITS OR ADMINISTRATIVE ENFORCEMENT ACTIONS

The service delivery area or sub-state grant recipient shall notify the Assistant Commissioner of the Employment and Training Division of any lawsuits or administrative enforcement actions filed against it or any of its sub-recipients. The Assistant Commissioner will notify DOL/CRC of any such actions.

Attachment 9

State's Current Capacity Employment and Statistics Information

ALMIS products

ALMIS One-Stop funds are supplemented with other Federal and State funds for the following DOL-ETA priority products as well as five of the seven the secondary products.

PRIORITY PRODUCTS AND SERVICES

1. Long-term Projections:

LMEA produces revised long-term industry and occupational employment projections for Washington State, with 1998 as the base year and 2008 as the projected year, in cooperation with the BLS National Projections for the same time period. In addition, LMEA produces similar projections for twenty-five substate areas. The state-level projections are submitted for placement on the ALMIS State Projections Internet site. In addition, the occupational projections information are made available on the LMEA Internet home page and be published in the "Occupational Outlook" tri-folds for all of the major labor market areas of the state. Industry and occupational projections were completed the second quarter of PY 1999. Preparation of the information for the Internet and the "Occupational Outlooks" will continue throughout the program year.

2. Short-term Forecast:

In PY 1998, LMEA hired an economist to develop and maintain a current short-term Projections Model in collaboration with the short-term Forecasting Consortium. In PY 1999 LMEA produced short-term state-level industry employment forecasts for base year/quarter 1999:Q4 and projected year/quarter 2001:Q4. For these projections we used both national and state indicators. LMEA is implementing the local analysis software to conduct a review of the industry employment forecasts and develop statewide occupational employment forecasts with a base year/quarter 1999:Q4 and projected year/quarter 2001:Q4. LMEA will create substate industry employment series for twelve One-Stop service delivery areas and develop forecasts for substate short-term industry employment. Using the local analysis software, LMEA will evaluate and adjust the forecasts as necessary.

3. ALMIS Database: continue to populate the ALMIS Database with State data:

LMEA continues to make significant progress in developing an ALMIS Database and linking it to the Internet home page and Washington's Interactive Labor Market Access (WILMA) delivery system. In addition, the database information is used in the development of the Occupational Researchers Computer Assistant (ORCA). Besides the Internet application, WILMA and ORCA, the database supports GIS applications, EEO products, and various other demographic information products used for program planning and evaluation. Furthermore, crosswalk tables and lookup tables are updated to reflect changes to the data tables and to reflect upcoming changes to coding systems such as the introduction of NAICS.

LMEA continues to update the core products and populate the ALMIS Database with industry and occupation projections for the period 1998-2008, in addition to the 1995-2005 and 1996-2006 data that are already there, at the two and three-digit levels for the state and twenty-five areas. We also populate the analysis table with supply and demand relationships to reflect the most current information.

Washington is also converting its current ALMIS 1.0 format to ALMIS 1.1 and anticipates a major conversion to ALMIS 2.0 within the next year as well. We will also be converting software from MS SQL-Server 6.5 to MS SQL-Server 7.0

4. Expand access to labor market information to all customers:

LMEA operates a "home page" on the Internet, maintains an "800" number for LMI customers and a special Labor Market Information Center (LMIC) to provide quick and thorough responses to both written and electronic requests. One-Stop Grant money is being used to maintain and enhance those systems and to build on them by refining the quality of the data that is most in demand, and maintaining the system as a dependable source of accurate up-to-date LMI for Washington State. Emphasis will be put on the development of electronic self-service products such as WILMA and LMI-Access. The goal is to increase client use of our home page and make it our principal means of LMI dissemination. For clients who need labor market information in printed form, LMEA continues to publish Occupational Outlook tri-folds and a monthly newsletter highlighting the employment situation in all major area of the state and other reports as needed by local service providers. LMEA also works with the Governor's Committee on Disabilities and Employment and other national and state representatives to meet the LMI needs of people with hearing, vision and physical disabilities. Resources and standards developed in the state will be examined and national initiatives of the ALMIS consortiums are incorporated, as they become available.

5. Delivery of information to assist in targeting job search, including identification of high growth industries and occupations:

Short-Term industry and occupational forecasts are being produced for all WorkSource (One-Stop) areas to assist individuals in targeting job search efforts. These forecasts will be distributed on disks and added to the LMEA Internet home page. The forecasts will include information on high growth industries and will link them to the occupations that are in most demand as a result of the changes in those industries. Claimant data will be used as an indicator of the competition level for the jobs as the unemployed of previous month are likely to be the job seekers in the current month.

6. Increase outreach of labor market information:

Throughout PY1999, LMEA has conducted a variety of activities and create promotional products to increase the outreach of labor market information. Customer surveys are used to direct the outreach efforts. A dedicated economist will head up the WorkSource Support Team and serve as the main link between the local one-stops and the LMEA Branch to identify and meet the emerging local area LMI needs under the Workforce Investment Act (WIA). LMEA will produce and distribute a "User's Guide to LMI" in both printed and electronic forms. LMEA will also use posters and brochures to promote the use of our Internet home page, WILMA and ORCA. As in the previous years, LMEA staff will present an Economic Symposium for

economists, planners, program staff and other LMI data users. The Symposium will highlight recent economic developments and promote LMI as it relates to the Workforce Investment Act and One-Stop Service Delivery. In addition, the Interagency One-Stop Workgroup chaired by Gary Bodeutsch, LMEA Director, will continue to provide external guidance for our One-Stop support efforts and the marketing of LMI products and services. Training for new LMI users will be provided, whenever possible, by an LMI training coordinator working with locally based trainers.

SECONDARY PRODUCTS AND SERVICES

- 1) ***Wage Records:*** LMEA is using UI wage records for a longitudinal study of wage progression. LMEA continues to provide the WorkForce Board access to wage records for performance measurement activities and the state Consumer Report System. LMEA has obtained the permission of a number of states in collecting other-state wage information as well as information from the military and federal personnel records.
- 2) ***Consumer Reports:*** LMEA has contracted with Washington State University for the creation of a consumer reports system. The consumer report system will be tied into the Internet and CD electronic labor market information system (WILMA).
- 3) ***System Building:*** Local level unemployment and short-term occupational employment outlook information is developed and distributed to local service providers in support of One-Stop Service Delivery.
- 4) ***Inter-State Research and Development:*** LMEA will explore, with Oregon State, the possibility of conducting cross-state research and product development in the Portland-Vancouver PMSA (Washington/Oregon).
- 5) ***Licensed Occupation Information:*** In Washington State, information on occupations that requires licensing is currently available in WILMA and on the Internet. To the extent possible, such information will be made available for use in the Licensed Occupations Information System (LOIS) to support America's Career Kit and America's Learning Exchange.
- 6) ***Geographic Information Systems:*** LMEA produces special local area reports of employment and unemployment at the ZIP code area level. We use GIS to identify ZIP code relationships, validate quality of data, and present information in a visual manner in maps and graphs.
- 7) ***Provide OES/Alien Certification survey wage information:*** LMEA uses the latest Survey data to provide local wage information for establishing a prevailing wage for Alien Labor Certification purposes, and for publication on the state's web site.

MEMORANDUM OF UNDERSTANDING
Executive Policy Council

March 2000

I. Purpose

The purpose of the Memorandum of Understanding is to formalize the Partnership among the organizations and agencies coming together to implement the WorkSource development system. The Partnership is committed to implementation of the system to the fullest extent possible. It is essential that members collaborate on the best solutions to integration of services, to identify and eliminate barriers, to employ continuous quality improvement and to support the efforts of the local WorkSource Centers and Affiliate sites. All Partners will work with local Centers and Affiliates to assess costs and methods to meet costs within available resources.

The Executive Policy Council (EPC) serves as the Operating Board for the WorkSource effort with the Commissioner of Employment Security serving as the Chair. Employment Security will provide the administrative lead for state support to the WorkSource system and the EPC provides a structure for the coordination and collaboration of state efforts.

II. Partners

The Partners to this agreement are:

Employment Security Department
Department of Social and Health Services
State Board for Community and Technical Colleges
State Association of Workforce Development Council Executive Directors
Department of Labor and Industries
Workforce Training and Education Coordinating Board
Association of Washington Business
State Labor Council
Federation of State Employees
Department of Trade and Economic Development
Governor's Office

III. Timeframe of Agreement

This agreement will be in effect for two years from the date of signing. Modifications may be made to the agreement at any time during this period. At the end of the period, the agreement will be evaluated and redrafted as appropriate.

IV. Goals

The following four goals must be met if we are to achieve the intentions for a new delivery system:

1. The system is accessible to all (universality);
2. The system is focused on the needs and choices of the customers, both job-seekers and employers (customer focus/choice);
3. The system provides services that are integrated (integration); and
4. The system is accountable for outcomes (accountability).

V. Responsibilities of the State Partners

The following represent the responsibilities of the partners:

Active involvement and engagement in collaborative efforts;
Contribute resources commensurate with their customers use of the WorkSource system;
A firm commitment of staff and resources to the long term ongoing implementation efforts of WorkSource;
Commitment to the goals and ongoing efforts to communicate the goals internally and externally;
Commitment to sharing agency information and systems development for the benefit of the customer;
Participation in advocacy and marketing for the system as a whole; and
Commitment to customer focus and outcome based services.

VI. Outcomes and Performance Measures

The Executive Policy Council is committed to ensuring that systems and methods are in place to collect data required to measure performance and outcomes across the WorkSource system. The Workforce Education and Training Coordinating Board will complete the analysis of the data for statewide use. Those measures include:

Desired Outcomes for the Workforce Development System and WorkSource

Common and Core Measures for the Workforce Development System

WIA Title IB Measures

Governor's Challenge Measures:

Closing the Skill Gap (measures of progress toward goals)

Incumbent and Dislocated Workers (measures of progress toward goals)

Wage Progression for Low-Income Individuals (measures of progress toward goals)

We the undersigned agree to participate and support the WorkSource System:

Carver Gayton, Commission, ESD

Earl Hale, Executive Director, SBCTC

Lyle Quasim, Secretary, DSHS

Ellen O'Brien Saunders, Ex. Dir. WTECB

Colin Conant, President, WDEW

Rick Bender, Pres. State Labor Council

Gary Moore, Director, L & I

Greg Devereux, Executive Dir. AFSME

Earl Tower, AWB

Martha Choe, Director, DTED

Rich Nafziger, Policy, Governor's Office

Date of Execution

WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD

**WORKFORCE INVESTMENT ACT
TITLE I-B ELIGIBILITY AND PRIORITY FOR SERVICE
POLICY**

The Workforce Board and ESD are jointly responsible to develop recommendations to the Governor regarding state policies for "eligibility" and "priority selection" for intensive and training services funded by the WIA Title I-B Adult Employment and Training Grant.

The Board and ESD are also jointly responsible to develop recommendations to the Governor regarding state policies for "eligibility" for intensive and training services funded by WIA Title I-B Dislocated Worker Grant. This state policy for eligibility for intensive services and training services funded under WIA Title I-B grant is covered in a separate document.

The Board and ESD developed a policy draft and jointly distributed the draft for review and comment on August 23, 1999. The policy draft was broadly shared (by electronic e-mail and otherwise) with over 184 individuals and groups. The policy draft builds upon WIA rules and U.S. Department of Labor regulations (Interim Final Rule 20CFR Part 652; Part 660 et. al.) and proposes state policy and local WDC policy responsibilities.

The draft policy emphasizes local flexibility in order to reflect economic, demographic, and resource differences between areas.

The Board and ESD received positive comments on the draft including comments and advice from JTPA Service Delivery Area Directors. Their useful suggestions were incorporated in the final policy draft.

The Board reviewed the draft policy at the October 18, 1999, Board meeting. The Board adopted the following policy, with amendments, on November 10, 1999.

WIA Title I-B Participant Eligibility and Priority Selection State Policy

Eligibility for Intensive Services Funded Under the Workforce Investment Act (WIA) Title I-B Adult Employment and Training Grant

At a minimum, adults (18 years of age and older) must receive at least one WorkSource core service, such as an initial assessment or job search and placement assistance, to become eligible to receive intensive services funded by WIA Title I-B Adult Employment and Training Grant. There is no federally-required or state-required minimum time period for participation in core service before receiving intensive services funded under WIA Title I-B Adult Employment and Training Grant.

There are two categories of adults who are eligible to receive intensive services funded under WIA Title I-B Adult Employment and Training Grant:

1. Adults who are unemployed, have received at least one core service and are unable to obtain employment through core services, and are determined by a One-Stop operator to be in need of more intensive services to obtain employment.
2. Adults who are employed, have received at least one core service, and are determined by a One-Stop operator to be in need of intensive services to obtain or retain employment that leads to "self-sufficiency." Self-sufficiency (in this context) must be defined in writing by the WDC.

Being determined "eligible" for intensive services funded under WIA Title I-B does not entitle an individual to receive WIA Title I-B intensive services.

The eligibility determination for intensive services shall be made on a case-by-case basis at the local level depending upon the needs and individual circumstances of the participant and local economic conditions. The local area WIA Title I-B Operations Plan must describe the WDC's criteria for: (1) managing case by case decision-making on individual eligibility for intensive services, including how the decision-making process will be equitable and result in priority populations being served to the extent identified by the WDC; and (2) managing the amount of time during which participants receive services so that services are provided efficiently and effectively, without undue delays in service completion.

Eligibility for Training Services Funded Under WIA Title I-B Adult Employment and Training Grant

At a minimum, an adult must receive at least one WorkSource intensive service, such as development of an individual employment plan with a case manager or individual counseling and career planning, before the individual is eligible to receive training services funded by WIA Title I-B Adult Employment and Training Grant. The case file must contain a determination of need for WIA Title I-B training services as identified in the individual employment plan, comprehensive assessment, or through any other intensive service received.

There is no federally-required or state-required minimum time period for participation in intensive services before receiving training services funded under WIA Title I-B Adult Employment and Training Grant.

Training services, funded under WIA Title I-B Adult Employment and Training Grant, may be made available to employed and underemployed adults who:

- (A) Have met the eligibility requirements for intensive services, have received at least one WIA Title I-B intensive service, and have been determined to be unable to obtain or retain employment through such services. The eligibility determination shall be made on a case-by-case basis at the local level depending upon the needs and individual circumstance of the participant and local economic conditions. The local area WIA Title I-B Operations Plan must describe the WDC's criteria for: (1) managing case by case decision-making on individual eligibility for training services, including how the decision-making process will be equitable and result in priority populations being served to the extent identified by the WDC; and (2) managing the amount of time during which participants receive services so that services are provided efficiently and effectively, without undue delays in service completion.
- (B) After an interview, evaluation or assessment, and case management, have been determined by a One-Stop operator or One-Stop partner, to be in need of WIA Title I-B training services and to have the skills and qualifications to successfully complete the selected training program.
- (C) Select a program of training that is directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate.
- (D) Are unable to obtain grant assistance from other sources to pay the costs of training as described in 20 CFR 663.310(a)(4).

Being determined "eligible" for training services funded under WIA Title I-B does not entitle an individual to receive WIA Title I-B training services.

Priority Selection for Intensive Services and Training Services funded under WIA Title I-B Adult Employment and Training Grant

The Act requires that in the event that funds, available under WIA Title I-B Adult Employment and Training Grant, are limited, priority shall be given to recipients of public assistance and other low income individuals for intensive services and training services. The U.S. Department of Labor has determined that WIA funding is limited, therefore, policies directing priority service to low income and welfare recipients in the area must be developed.

The WDC shall ensure that recipients of public assistance and other low income individuals are given first priority enrollment for intensive services and training services funded under WIA Title I-B Adult Employment and Training Grant. Second priority shall be given to individuals with income under 175 percent of poverty. These policies must be in writing. For example, the

WDC might target a certain percent of funds budgeted for intensive services and a certain percent of funds budgeted for training services for public assistance recipients and other low income individuals. Establishing such a policy does not mean that only public assistance recipients and other low income individuals may receive intensive services and training. A decision to prioritize additional groups beyond those prioritized in this state policy is a decision that is made by the WDC in consultation with chief local elected officials.

The WDC shall describe, in the local area WIA Title I-B Program Operations Plan, the priority policy and describe the combined planning efforts made among WorkSource partners to address the intensive and training services needs of job seekers including low income and Temporary Assistance for Needy Families (TANF) recipients in the Workforce Investment Area taking into consideration all available local, state, and federal training resources. The funds budgeted by the local WDC for WorkSource intensive services and training services out of WIA Title I-B Adult Employment and Training Grant represent only a part of this funding equation.

Enrollment decisions in the process of selecting individuals for WorkSource intensive services and training services funded through WIA Title I-B Adult Employment and Training Grant should follow locally established policies based upon this combined planning effort to coordinate the use of Wagner-Peyser (including services to Veterans), TANF WorkFirst, TANF Welfare Savings fund, Welfare-to-Work (WtW), Re-Employ Washington's Workers Program, Food Stamps, Employment and Training Programs, state and federal adult basic education grants, vocational rehabilitation services, WIA Title I-B Adult Education and Training Grant, WIA Title I-D Migrant Seasonal Farmworker Programs, WIA Title I-D Native American Programs, and many other training resources and financial aid grants.

Note: Policies regarding service priority for WIA Title I-B Adult Employment and Training Grant do not apply to individuals served through WIA Title I-B Dislocated Worker Grant.

Future Revisions to this State WIA Title I-B Policy No. 1

The Workforce Board and ESD will evaluate this state WIA Title I-B policy as it is implemented. The Workforce Board and ESD may modify this state policy (either statewide or affecting certain Workforce Investment Areas); for example, adverse impacts for low income and welfare recipients.

WDCs and Chief Local Elected Officials may revise their local area priority policy for intensive services and training services funded under WIA Title I-B Adult Employment and Training Grant by submitting a modification to their WIA Title I-B Operations Plan for state approval.

Attachment 12

SUBJECT:

Workforce Investment Act (WIA) Rapid Response Title I-B

BACKGROUND:

The purpose of the Rapid Response policy is to support the delivery of services for Dislocated Workers to transition to new employment following either a permanent closure or mass layoff, approved trade impacted event, or a natural or other disaster resulting in a mass job dislocation. The vision is that rapid response assistance will build and strengthen labor-management cooperation with coherent dislocated worker strategy for Washington's workers and business community. This policy supports the Workforce Investment Act sections 101 and 134 for rapid response required activities and related federal regulations for WIA 20 CFR 665.310, 671.160, and 671.170.

POLICY:

Effective July 1, 2000, the state and local Rapid Response policies will guide the operation of the Dislocated Worker programs.

Policy for Local Rapid Response:

The twelve Workforce Development Councils (WDCs) are responsible for the following required Rapid Response activities:

- A. Plan and deliver on-site assistance for dislocation events with the employer, labor or representatives of the affected workers that include activities to:**
 1. Determine proposed layoff schedule and the employer plans to assist the worker status of any collective bargaining negotiations affecting layoff benefits. Inform the Dislocated Worker Unit of any information related to severance, separation pay, retirement incentives, and voluntary layoffs so that the Unemployment Insurance administration can review and determine UI eligibility.
 1. Assess reemployment prospects for workers in the local community.
 2. Determine workforce skill background and related information and probable workforce development assistance needs of the affected workers.
 3. Avert potential layoffs through consultation with the Dislocated Worker Unit, local economic development and other entities.
 4. Maintain inventory of available workforce resources for on-site meetings to meet the short and long-term assistance needs of the affected workforce.

Determine the need for outreach peer worker support to connect dislocated workers with services. Ensure procedures for the timely access to WorkSource programs and information such as unemployment compensation, Trade Act (TAA) programs and other necessary services to carry local event action plans.

5. Determine the need for voluntary labor-management committee or a Workforce transition committee comprised of representatives of the employer, affected workers or their representatives, and other necessary community entities. The committee would assist in planning and overseeing an event specific strategy that supports reemployment of the affected workers.
 6. WorkSource assistance requires full consultation when WIA programs will serve union members. Affected unions must be provided an opportunity to comment on any proposed WIA programs when their members are engaged in similar work. Written labor concurrence is required when a WIA training proposal would be inconsistent with a specific bargaining agreement, unless the union and employer organization concur in writing with respect to WIA activities.
 7. While WorkSource staff must carry out their statutory responsibilities, they must be fully cognizant of any ongoing collective bargaining negotiations related to the plant closing or layoff. They must be aware of the impact that the offer of services and resources may have on the negotiation process, especially with respect to financial arrangements related to the provision of severance benefits. Rapid response staff must be cautious and avoid actions, to the maximum extent possible, that may impact this negotiation process.
- B. Develop and implement community operational plan strategies and procedures including labor and business consultation and/or concurrence for addressing local expedient events, WIA [(Public Law 105-220, Sec. 101 (38)] required Rapid Response activities for mass layoffs, plant closures, disasters, trade events, or other dislocation events which substantially increase the number of dislocated workers.**
1. Identify strategies and partners for ensuring comprehensive Rapid Response assistance including layoff aversion with economic development entities, prefeasibility studies or incumbent worker training. Development of a community operational plan that addresses the needs of Dislocated Workers including displaced homemakers. Local plans should support and maintain local capacity to provide on-site contact with employers and employee representatives including consultation to provide comprehensive assistance. Provide assistance subject to the availability of federal and state funds for dislocated workers.
 2. Carry out local development and administration of the U. S. Department of Labor national emergency grants to provide supplemental Dislocated Worker funds to local boards to respond to the needs in an integrated service delivery approach.
 3. Exchange information with the Dislocated Worker Unit about dislocation events and prepare state application for additional Rapid Response assistance to respond to the needs of the specific event to assist with the state and local coordinated response.

4. Prepare local initial Dislocated Worker Employer Event Service Action Plan, usually within two weeks of notification once any labor-management negotiations are completed.
5. Workforce Development Council approves community operational rapid response plan.
6. Coordinate with Unemployment Insurance Telecenter services for dislocated workers.
7. WDC will distribute rapid response funds to support local event service plan including services of peer workers.

Policy for Employment Security State WIA Dislocated Worker Unit:

A. Maintain administrative policies and procedures to support Rapid Response assistance.

1. Employment Security Department Dislocated Worker Unit, on behalf of the state of Washington, will receive notices as provided by the federal Worker Adjustment and Retraining Notification Act (WARN) and maintain mechanisms such as the 800 system for the regular exchange of information related to WARN events and potential dislocations:
 - Development and operation of statewide reemployment group Rapid Response orientation coping sessions, and related statewide activities.
 - Ensure coordination with Unemployment Insurance program to promote the consistent treatment.
 - Commissioner Approved Training, severance and separation pay.
 - Voluntary layoffs.
2. The Dislocated Worker Unit will maintain a process to provide baseline and additional emergency assistance to local areas that experience WIA level Rapid Response events. The provision of assistance to local areas will include development of a local event service action plan for addressing dislocation events.
3. Assist in planning and overseeing program strategies of aversion of layoffs including:
 - Prefeasibility studies of avoiding layoffs.
 - Incumbent worker training for worker's skill upgrading.
 - Linkages with federal, state, and local levels including business retention and recruitment activities.
 - Collect and analyze data related to dislocations to aid in review and evaluation of Rapid Response activities.
 - Support program capacity building and quality improvement activities to promote successful best practices.
4. Provide funding for the operation costs of labor-management or workforce transition committees, training and technical assistance for operation of committees maintaining list of potential candidates for neutral chairpersons or co-chairs, and related assistance.

B. Coordinate Rapid Response and national emergency grants for Dislocated Workers.

1. Assist local entities with the development of the U. S. Department of Labor grant applications for additional assistance.
2. Provide state review of applications for responsiveness to requirements prior to submittal to the U. S. Department of Labor for consideration.
3. Coordinate grants with the Trade programs.
4. Review and approve the Dislocated Worker event services Action Plan.

References: Workforce Investment Act, Sec. 101 (38) Rapid Response Activities
Sec. 134(a)(2)(A) Statewide Rapid Response Activities

The Ten Required Youth Program Elements:

1. Tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention strategies. The term "tutoring" means the process of receiving individualized instruction, and "individualized" often means in a one-on-one mode. However, it is our recommendation that "tutoring" be extended in meaning to cover also instruction conducted in a group setting either face-to-face or through media provided that the instruction allows frequent interaction between students and teacher on an individual level. The term "study skills training" means instruction to acquire the ability, proficiency, or expertness to manage one's own individual style of learning in order to accomplish a goal such as the completion of secondary school. The term "dropout prevention strategies" means plans to keep students in school or other learning environments until formal completion of a program of learning.
2. Alternative secondary school services. The term "alternative secondary school" is defined in the Revised Code and the Washington Administrative Code for the state, but the definition is not the problem in meeting the requirement. The problem comes with the requirement that some sort of services be provided or offered to every eligible and enrolled youth whose assessment indicates that such services are appropriate. How are areas, which do not have practical access to alternative secondary schools, going to provide such services? These are remote and rural areas with few resources. Transportation to an alternative school site is not always a practical solution, either for the program or the individual. Using WIA resources to establish an "alternative school" is not always a practical solution.
3. Summer employment opportunities that are directly linked to academic and occupational learning. The workgroup called attention to the phrase "directly linked" in this element, pointing out that it is subject to a wide range of interpretations. Ira Stollak wrote a paper illustrating best practices that were thought to meet the requirement. Should the workgroup develop this paper into a technical assistance guide of some sort?
4. Paid and unpaid work experiences, including internships and job shadowing. The term and program component "work experience" has been present in all workforce development legislation since MDTA. It is work conducted in a workplace environment to give the participant the experience of having a "real job". But it is not employment, because the purpose is to benefit the participant and not primarily to benefit the employer. If it is paid, the payment or stipend does not come from the "employer" but from the organization which arranges this mode of training. The payments are not taxed to the participant, and the employer is not required to pay a payroll tax for unemployment insurance or other purposes.
5. Occupational skill training. The term "occupational skill training" means instruction directed toward the acquisitions of abilities, capacities, or proficiencies in earning a living through a trade, profession, or business.
6. Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours. The term "leadership development opportunities" means given an opening or chance to acquire the ability, capacity, or proficiency to see on one's own what needs to be done, often in a workplace environment, and arranging to have it done, either through one's own efforts or be encouraging others to perform tasks. Employers often use the term "self-starter" for the notion of leader.

7. Supportive services. The term "supportive services" means services, which are necessary to enable an eligible and enrolled individual to participate in programs, funded under this Act. Such supportive services may include transportation, health care, financial assistance, drug and alcohol abuse counseling and referral, individual and family counseling, special services and materials for individuals with disabilities, job coaches, child care and dependent care, meals, temporary shelter, financial counseling, and other reasonable expenses required for participation in these programs. They may be provided in-kind or through cash assistance.
8. Adult mentoring for the period of participation. The word "mentor" refers to a wise and loyal advisor who has the best interests of the youth always in mind. This advising would, under this component, have to be conducted by someone who is older and no longer a youth.
9. Follow-up services for not less than 12 months after the completion of participation. The term "follow up services" means something more than mere tracking for the purpose of statistical measurement. The key word may be "services" and it may mean anything from mentoring to supportive services. The problem in delivering on this required element is less definitional than practical. Especially in areas where families are often relocating, minimal follow-up without services may be a problem.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse and counseling and referrals. Following the requirement that follow-up services be provided for at least 12 months after program completion may point up that problems of drug and alcohol abuse are very long term and often recurring. The program to ensure the long-term success of participants must expend adequate effort.

Attachment 14

SUBJECT:
ORIGINATOR:

Title I Youth Eligibility and Intake
Youth Programs Funded by Workforce Investment Act (WIA)

BACKGROUND

The Workforce Investment Act (WIA) Section 101(13), Section 101(4), and Section 129 requires that the state either takes action in defining terms in the eligibility criteria and intake system or delegates those decisions to the Workforce Investment Councils (WDC) and Youth Councils. This policy and procedure is required to clarify those roles with respect to the eligibility criteria and intake system for Title I-B Youth Programs.

POLICY & PROCEDURE

Eligibility Criteria:

- A. In accordance with the WIA 101 (13); an eligible youth is defined as an individual who at time of application:
1. Is age 14 through 21; and
 2. Is low income as defined in the WIA section 101 (25); and
 3. Is within one of more of the following categories:
 - a. A school dropout;
 - b. Deficient in basic skills as defined by WIA at or below a grade level of 8.9 or who is unable to compute or solve problems, read, write, or speak English at a level necessary to function in on the job, in a family, or in society;
 - c. Pregnant or parenting;
 - d. Homeless, runaway, or foster child;
 - e. An offender; or
 - f. Individual (including a youth with a disability) who requires additional assistance to complete an education program or hold or secure employment.
 4. Is a United States citizen or eligible non-citizen; and if
 5. Is a male and has reached his eighteenth birthday, is registered for Selective Service
 6. Meets residency requirement as determined applicable by the WDC.

B. In accordance with WIA, up to five percent (5%) of youth participants served by youth programs in a local area may be individuals who do not meet the income criterion for eligible youth, provided that they are within one or more of the following categories:

1. School drop out;
2. Basic skills deficient as defined in WIA section 101 (4) to be 8th grade level or lower;
3. Are one or more grade levels below appropriate to individuals age;
4. Pregnant or parenting;
5. Possesses one or more disabilities, including learning disabilities;
6. Homeless or runaway;
7. Offender; or
8. Face serious barriers to employment as identified by a WDC.

Intake System

An eligibility process shall be developed and utilized for all WIA applicants receiving youth services. The eligibility process shall comply with federal and state policies and with the WDC's prioritization criteria for youth services. Local areas shall develop procedures for determining eligibility for youth services and verification of information through methods of documentation and self-certification. The process of determining eligibility will ensure accurate determination of eligibility based on the information provided at time of application and verification of eligibility information including the acceptance of a self-certification as a method of documentation. The eligibility system shall include:

1. The use of an application form to generate all information necessary to determine eligibility and meet reporting requirements.
2. The signature and date of the applicant on an application form attesting that the information on the application is true to the best of the applicant's knowledge and that there is no intent to defraud, acknowledging that such information may be subject to verification, and that falsification of the application shall be grounds for the participant's immediate termination, and may subject the applicant to prosecution under the law.
3. The signature and date of the intake officer on the application form.
4. The maintenance of adequate documentation to ensure the creditability of the eligibility determination, which shall at a minimum consist of:
 - a. A completed application for each applicant.

- b. Copies of documents used to determine and verify eligibility, including the acceptance of applicant statement as self certification, in lieu of other forms of documentation, acknowledging that falsification of the information shall be grounds for immediate termination and may subject the applicant to prosecution under the law.
 - c. A system for securing verification documentation of information contained on the application for a percentage of all applications determined eligible for program services as determined by local councils.
- 5. Eligibility determinations made in compliance with the intake process, whether based upon self-certification or verification, shall not result in liability for the entity determining eligibility or for the local grant recipient.
- 6. Verification of the information provided on the application shall be maintained as part of applicant file. The following verifications maybe used as documentation of information:
 - a. The age of the applicant as verified by (1) birth certificate or hospital record of birth; (2) driver's license or DMV identification; (3) school enrollment; (4) baptismal record; (5) medical coupon or Public Assistance Records; (6) Passport, or (7) any written policies and procedures for documentation and verification established by a local council.
 - b. Citizenship or eligible non-citizen as verified by (1) social security card; (2) birth certificate; (3) Green Card; or (4) any form of documentation as defined by I-9 documentation requirements.
 - c. Family income as verified by: (1) pay stubs; (2) employer verification; (3) award letters; (4) child support records; (5) applicant statement, or (6) any written policies and procedures for documentation and verification established by a local council.
 - d. Selective Service registration of all males who have reached their eighteenth birthday as verified by (1) receipt of registration; (2) on-line confirmation; (3) phone verification, or (4) any written policies and procedures for documentation and verification established by a local council.
 - e. Applicant statement may be used as a form of verification in absence of the availability of other documentation, provided that:

- (1) Information verified through the use of the applicant statement for individuals who are a member of a family require the applicant statement to be attested to and signed by the parent/guardian of the applicant acknowledging that falsification of the information shall be grounds for immediate termination and be subjected to prosecution under the law.
- (2) Information verified through the use of the applicant statement for individuals who are not a family member as verified through a reliable source may accept the applicant statement signed by the applicant acknowledging that falsification of the information shall be grounds for immediate termination and be subjected to prosecution under the law.

WEBSITE: Available on Internet at www.wa.gov/esd/1-stop/

State Improvements Employment Statistics System

Moving from the current Labor Market Information system to a Workforce Information System

Today's current labor market information system has many strengths, primarily strong data collection systems and standards, new analysis tools being developed, research and development capacity, innovative systems based on the Internet and other electronic technology, and long-standing cooperative Federal-State relationships.

At the same time, many improvements in the data collection programs are needed to improve existing information and fill gaps in the current architecture. There are several critical data collection needs:

- Strengthening local data, especially data on demographic characteristics of the labor force, industry employment and wages, and occupational employment and wage information.
- Improving data quality, consistency and utility, with a focus on administrative record data and state and local labor market projections.
- Improving data timeliness, especially for industry and occupational employment and wages.
- Providing new data, especially on current job vacancies, occupational skills, and fringe benefits at the State and local levels.

Over the next five years the movement to a new workforce information system can be described as consisting of seven components:

1. Data collection to provide the essential information for the rest of the system,
2. Analysis to add value and meaning,
3. Delivery systems to get the information to the users quickly in clear and easy-to-use formats,
4. Research and development to continuously improve and expand the system,
5. Capacity building to increase staff skills, technical support, and responsiveness to changing needs and opportunities,
6. Customer feedback on how well customer needs are being met, and
7. Local partnerships assuring labor market information is bridged to the needs of communities.

The goals for a workforce information system correspond to these seven components, providing a strategic approach to build on the existing strengths while introducing critical improvements.

Goal 1: Develop a comprehensive set of accurate and timely data to support workforce investment customers at local, state, and national levels.

The workforce information system must have at its core high-quality local, state, and national data. "High quality" means data that meet statistical standards, and are timely, comparable across states and areas, and relevant to customer needs. The data must be organized in standard database formats to facilitate analysis and delivery.

Achieving this goal requires building on the current federal research and statistical products and systems, and establishing new data collection programs in key areas.

Goal 1 will be accomplished through the following objectives:

- Revise the Occupational Employment Statistics wage program to meet customer needs for accurate current local information.
- Develop a plan and implement improvements to the quality of local labor force estimates using data from the 2000 Census, the American Community Survey, and other sources.
- Improve methods for producing universe employment and wage data for use in providing more accurate and timely county information.
- Improve the system to edit, enhance, and use wage records and other administrative data to provide local employment and wages, consumer reports, performance measures, research, and other local labor market information.
- Improve the system providing "consumer reports," identifying the track record of training providers for use by individuals in choosing among training options.
- Establish the O*NET data collection program to complete the database and refresh the data on a regular basis.
- Review and evaluate data collection standards, methods, and technical assistance.
- Continue building longitudinal files for use in analysis of labor market dynamics.

Goal 2: Improve analysis to transform data into useful workforce information.

Analysis adds meaning and contexts to the data in the workforce information system, maximizing its usefulness to job seekers, students, planners, employers, and other users. Achieving this goal requires improving staff analysis skills, providing analysis tools and methods, and carrying out analysis of key topics, resulting in products that are meaningful and provide added value to customers.

Goal 2 will be accomplished through the following objectives:

- Identify skills and competencies required of workforce information professionals.
- Evaluate the effectiveness of existing software and products in meeting analytical needs.
- Develop and provide additional or improved software to meet analytical needs.

- Develop occupational analysis products encompassing employment trends, educational attainment levels, wages, job openings, job market conditions, major employing industries, geographic distribution of jobs, and other information.
- Provide skills-oriented information products using O*NET and other skills research and databases.

Goal 3: Deliver useful information on a timely basis.

The success of the WorkSource system mandated by the Workforce Investment Act, as well as other workforce development services, rests on the timely delivery of information about the labor market, using media and formats that are accessible to customers who have varying levels of expertise and access to technology. These customers must also have access to technical assistance in using workforce information.

Achieving this goal requires providing tools to simplify and speed up data delivery, developing customer-focused delivery systems using the Internet and other emerging technologies, and providing a variety of innovative approaches for universal access to workforce information.

Goal 3 will be accomplished through the following objectives:

- Modify data production systems to provide appropriately formatted data and linkages to populate the state's standard database for analysis and delivery.
- Provide an employer name and address list that can be accessed by the public.
- Support America's Learning Exchange, America's Job Bank, and America's Career Information Network.
- Support state-based workforce information delivery systems.
- Support the state operating system to support delivery of services through integrated access to web-based systems, case management, scheduling, and tracking.
- Expand access to web-based systems through community organizations, libraries, and schools.
- Continue to provide toll-free telephone access to workforce information and services.

Goal 4: Use local, state, and national customer feedback to continuously improve and enhance the system.

Continuous improvement of the workforce information system depends on input from its customers through a comprehensive customer satisfaction and outreach program.

Goal 4 will be accomplished through the following objectives:

- Analyze current and prospective customer needs.

- Develop customer contact tracking system.
- Develop customer satisfaction standards.
- Develop dedicated customer relations staff.

Goal 5: Conduct research and development activities that continuously improve and create workforce information.

Research and development is needed to improve the quality of workforce information and to add critical new information sources. Research should focus on data collection methods, statistical procedures, and application of technology to reduce cost, increase timeliness, and improve quality. In addition, investments are needed in tools to increase the speed and efficiency and reduce the cost of labor market transactions.

Achieving this goal requires setting priorities, and creating and implementing a research and development plan.

Goal 5 will be accomplished through the following objectives:

- Continue the development of occupational supply information, including information on the output of education and training programs, identifying relationships between these programs and occupations, and other topics. Continue to develop data and analysis methods for occupational supply information.
- Consult with state and local educational agencies to meet the information needs of secondary and postsecondary school students.
- Determine local needs for benefits information and methodology for providing it.
- Conduct research that identifies and develops options for meeting customer needs for job vacancy information.
- Conduct research that identifies alternative aggregation approaches, such as industry clusters, as part of enhanced universe employment and wage data efforts.
- Continue O*NET research, including methods for collecting occupational skills data.

Goal 6: Continuously invest in training, technical support, and capacity building.

The skills of the staff who develop, analyze, and deliver workforce information must be maintained and improved through training in data collection methods, analysis, use of technology, and customer support. Training and assistance must be provided to customers in the uses and limitations of workforce information. Achieving this goal requires expanding the system's capacity and better coordinating existing resources.

Goal 6 will be accomplished through the following objectives:

- Explore the appropriate delivery systems for training, including a professional staff of trainers, distance learning, and computer-based training.
- Develop a set of outreach and education materials describing services and products to be provided to workforce information system customers.

Goal 7: Establish local-state partnerships to bridge labor market information to community needs.

While labor market information has been tuned to meet the needs at the federal and state levels, it is less useful at the local level. Data, as well as analysis, will need to be brought down to the community level. Not only does that allow information customers to find out about their own communities; they can explore information about other communities of interest.

Goal 7 will be accomplished through the following objectives:

- Continued availability of career information in electronic formats and printed publications.
- O*NET data and tools incorporated into state workforce information systems and America's Job Network.
- Easy access to state and local workforce information through improved and more widely available electronic systems.
- Seamless access to information and services in the WorkSource centers.
- More understandable state and local workforce information, using formats tailored to different types of users, and more graphics and analysis.
- More timely information, as states use the standardized database system to update their delivery systems more easily and efficiently.
- Better planning, evaluation, and service delivery, as state and local workforce investment boards get the information and help they need.
-

MSFW/AGRICULTURAL SERVICES PLAN

Introduction

In Program Year (PY) 2000, the Washington State Employment Security Department will continue to provide agricultural employers and workers the full range of reemployment services, but with a specific focus on integrated service delivery through the developing statewide WorkSource system and its links to Tele-Centers. This will help ensure universal access; equitable distribution of services; customer choice; and system accountability. The Department does recognize, however, that agricultural employers and workers continue to have unique needs. Therefore, the Department will require staff in Migrant and Seasonal Farmworker (MSFW) significant service delivery areas to be especially sensitive to those needs, particularly the needs of individual agricultural workers, during the transition to the WorkSource system.

Note: For the purpose of this document, the term agricultural workers also include Seasonal Farmworkers, Migrant Farmworkers, and Migrant Food Processing Workers.

A newly created MSFW Redesign Team was identified using the Process Improvement Team process to address the issues associated with agricultural worker access to the WorkSource system as well as unemployment insurance Tele-Centers, and developed recommendations to address the issues. The recommendations are discussed in detail later in this document. Team membership included representatives from the Department's WorkSource Operations Division; (Wagner-Peyser and Agricultural Support); WorkSource Outreach Staff; Cascade East Region management; the U.S. Department of Labor (DOL), Region VI Monitor Advocate; and the state Monitor Advocate.

In addition, because customer service needs vary significantly from one service delivery area to another, local management in MSFW significant service delivery areas are given the flexibility necessary to ensure that services are provided to MSFW's on a basis that is qualitatively equivalent and quantitatively proportionate to services provided non-MSFWs. In PY 2000 plans will emphasize developing WorkSource system vision and service design framework in which MSFWs are an identified "special target population".

The statewide WorkSource system that the Department is implementing in cooperation with its partners in the employment and training community will change the way business is done at the state and local levels by removing barriers, integrating planning, capitalizing on information technology and financial management, and measuring and improving performance. It will utilize the best practices, the best information, and the best technologies and tools to insure that Washington's working families and entrepreneurs thrive in the coming century. The services available for employers and workers through the system will be easy to find and enter, flexible and responsive to

change, and available when and where they are needed. Finally, the Department is continuing to move from a hierarchical structure to a team-based management approach. This has empowered staff, including MSFW outreach staff, to work creatively and productively towards identifying the barriers, needs, and career aspirations of agricultural workers; identifying which agricultural workers will best benefit from referral to employment and training opportunities; and identifying those agricultural workers who need support services to overcome any barriers and enhance their employability. As a result, staff is now able to more aggressively market agricultural workers' skills to both agricultural and non-agricultural employers, and to identify and develop appropriate training opportunities and other services.

Agricultural Employer Labor Needs

Assessment of Labor Needs – An assessment of agricultural employer needs was conducted during PY 1999 based on:

A review of the Department's agricultural crop activity data from PY 1999;

A review of MSFW labor force activities during PY 1999;

The projected levels of crop activities and expected crop changes for PY2000; and

The projected number of workers, shortages, surpluses, and expected changes in the MSFW labor force for PY2000.

Assessment Findings

According to recent agricultural production figures from the Department of Agriculture, Washington State's agriculture production has decreased from \$5.09 in 1997 to \$5.06 billion in 1998.

Employment in the major crop areas is labor intensive with harvesting generally running from mid April to late October. Employment in all agricultural activities varies widely from as low as 60,58 in January to 122,650 in October of each year. In addition, thousands of agricultural workers hold other jobs in businesses that are highly dependent on farm production.

Agricultural data indicates no foreseeable change in the types of crop activities for PY2000.

Reports from the Agricultural Industry and field visits to the agricultural areas of the state indicate that there appears to be a marginally balanced supply of agricultural labor at this time.

Temporary Alien Agricultural Labor Certification (H-2A) Program – Information regarding the H-2A program is available to Washington employers. Ten H-2A

applications were filed for nursery workers. These are the first applications filed since 1986. Four asparagus growers have made inquiries regarding the H-2A program and based on meetings with them will probably result in applications being filed for the 2001 asparagus season. Additionally it is also anticipated that H-2A applications will be filed for next year's apple harvest. In anticipation of these applications we have consulted with DOL for additional resources to conduct the required prevailing practices and wage surveys. Training regarding the H-2A program and processes were provided to agency outreach workers and management by USDOL staff during this year's annual MSFW pre-harvest conference. Prevailing practices and wage survey training will also be provided to outreach workers by LMEA staff to conduct the necessary surveys

The Department has an agreement with the Western Range Association for sheepherder H-2A recruitment and placement. There are some applications/orders filed and certified each year.

Administrative staff and MSFW outreach staff will participate in and attend agricultural employer association meetings to explain the agricultural recruitment process, provide labor market information, and explain the other services available at the Department's service delivery sites.

Agricultural Worker Barriers and Needs

Assessment of Barriers and Needs – An assessment of agricultural worker barriers and needs was conducted based on information supplied by the Washington State Migrant Council (JTPA 402 Grantee), community based organizations serving the farmworker community, and the MSFW outreach activity reports received from significant MSFW service delivery areas.

An analysis of Department data reveals that the majority of agricultural workers who reside in the state are Hispanic. The majority is between the ages of 20 and 40. Many workers possess limited English language skills. Because of their limited English proficiency, even workers who have skills other than farm work have difficulty finding employment.

Skill surveys, one-on-one interviews with agricultural workers, reports from outreach staff, and information from the Washington State Migrant Council (JTPA 402 Grantee), and community-based organization stress the need for English-as-a-Second Language (ESL) and Adult Basic Education (ABE) classes. Such classes are necessary for workers to improve their language skills and upgrade their occupational skills. Even if there is space available in these types of classes, agricultural workers must still arrange for transportation from remote farm areas where public transportation is both limited and expensive.

Food, clothing, housing, transportation, gas, and medical referral become priorities for workers and families when no jobs are available, or when competition for the few jobs that are available has lowered their wages.

The lack of safe and adequate housing finds agricultural workers and their families living on river banks and in orchards, automobiles, and/or cardboard boxes waiting for the next crop harvest or whatever other jobs are available to them. The Governor of the State of Washington has made a commitment to support farmworker housing.

Some agricultural workers may not qualify for unemployment insurance. Therefore, if they stay during the winter they depend primarily on friends, family, and charitable institutions for items such as groceries, blankets, heat, transportation, gas, medical and rental assistance, and income support to survive until work resumes in the spring.

Some agricultural workers do not qualify for Job Training Partnership Act (JTPA) programs due to income eligibility criteria. In addition, about ten percent do not qualify because they are not registered with the selective service (military) system.

Assessment Findings – The actual conditions that drive what services are provided and how they are delivered by all service organizations in the state have changed. The U.S. Department of Labor's (U.S. DOL's) Employment and Training Administration (ETA) has instituted new initiatives/programs for the service delivery system to provide to its customers: Reemployment Services for UI Claimants (Worker Profiling), Dislocated Worker programs, Tele-Centers, and Career Development Centers.

The initiation of these programs, changes in the welfare system, and reduction in overall U.S. DOL funding has resulted in staff reductions and an ever increasing reliance on self-service technologies. Some agricultural workers have difficulty using self-service technologies due to language barriers, a lack of familiarity with technologies and a lack of access to the equipment. The Agricultural Services Team examined this need and has made recommendations in this area. Efforts are currently underway to make these tools user friendly for farm workers.

Workers who wish to find jobs most often depend on word of mouth, rumor, and personal visits to employers rather than visiting the Department's service delivery sites.

The new service delivery design for Labor Exchange services will focus on providing less intensive services to a broader range of job seekers. Intensive services will be available for targeted populations.

Marketing and Outreach Plan

In order to develop a comprehensive and outreach plan that addresses the actual needs of the state's agricultural employers and workers, and the conditions that exist in the state, the Department expanded the efforts of its MSFW outreach staff, which will include the development of a marketing plan. They will concentrate to a much greater degree on marketing the Department's services to employers and workers, and in assisting staff in agricultural significant service delivery areas in making labor market information,

training opportunities, and referral services more accessible and user friendly for agricultural workers. They will also assist with updating the Department's current marketing materials and in developing new marketing materials when needed.

In order to increase the level of services available, outreach staff will advocate for and participate in the development of WorkSource partnerships with cooperating agencies and organizations including the JTPA 402 Grantee. In addition to the internal programs and services available at the Department's service delivery sites, MSFW significant service delivery sites are expected to enhance their resources with external programs and services available elsewhere in the community. The purpose is to expand the variety of programs and services available to agricultural workers. It is also expected that cooperating agencies and organizations including the JTPA 402 Grantee will be involved in the development of the Local Service Plans and Regional WorkSource Plans in MSFW significant service delivery areas. Planned service goals will reflect the local labor market conditions, the agricultural worker population and their service needs, the resources available, and any plans to create collaborative employment and training opportunities for agricultural workers.

Resources Available

The Department has service delivery sites located in key geographical areas of the state to provide services to the general public including farmworkers. Ten of those sites have been designated as significant bilingual MSFW service delivery sites. It is anticipated that MSFW outreach staffing will be slightly increased during PY 1999 over PY 1998. The staffing level is anticipated to be 7.72 staff funded by Wagner-Peyser.

Staffs assigned outreach responsibilities are Spanish bilingual, have MSFW backgrounds, and are ethnically and culturally representative of the farm worker community.

The following is a list of MSFW significant service delivery sites in the state and the designated Wagner-Peyser outreach staffing level for PY 1999. Staffing level distribution will be reassessed should new information require adjustments:

Bellingham	0.40
Mount Vernon	0.60
Okanogan	1.00
Wenatchee	0.95
Moses Lake	0.95
Yakima	0.95
Sunnyside	0.81
Tri-Cities	0.95
Walla Walla	0.90
Columbia Gorge	0.21
Total	7.72

Service Partnerships

The continuous decline in Wagner-Peyser funding has caused the Department to shift to new technology and build new partnerships with other community organizations. The majority of these organizations are focused on providing services to non-agricultural employers and workers. The building process to partner more efficiently with community organizations that serve agricultural employers and workers will continue. The special geographic location and scarcity of these community organizations, diverse mobility factors, residence problems, seasonal employment tendencies, language barriers, and the limited marketable skills of agricultural workers require the development of new, unique, and creative ways of providing services through the partnerships.

Local JS Area Administrators will utilize MSFW outreach staff knowledge and expertise regarding the agricultural community to assist in the development of service linkages with agricultural service providers such as local JTPA 402 Grantees; community action organizations; vocational and training institutions; charitable and church organizations; food banks; health clinics; housing authorities; business institutions; unions; agricultural associations; and employer establishments. This will build upon and extend the service resources available through partner relationships to agricultural workers.

In addition, an annual meeting will be held involving all MSFW outreach staff, local management in MSFW significant service delivery areas, appropriate program staff from Administrative Office, community-based organizations that emphasize services to MSFW's and agricultural employer representatives. The purpose of this meeting will be to share best practices among the various staff and organizations, develop recommendations related to enhance services to MSFW's, disseminate information concerning any new initiatives affecting services for MSFW's, plan for MSFW program representation at WorkSource service delivery sites, and enhance the coordination of MSFW service delivery in general.

Due to decreasing staffing levels, consolidation of service delivery sites, and the streamlining of services, MSFW outreach staff will increase efforts to make greater use of the English and Spanish public media, farmworkers classes, public meetings, churches, Spanish videos, newspapers, posters, pamphlets, and local community outreach conducted by other agencies. The intent of this approach is to utilize existing outreach resources in a cost efficient manner, in addition, the outreach staff will continue to inform agricultural workers on employment services. Outreach staff will not only inform agricultural workers of the available employment and training opportunities, but will also develop employment and training opportunities by creating partnerships with community organizations to improve service linkages. Outreach staff will make personal contacts with MSFW's in the field by all efficient means.

Outreach staff will continue to report the local efforts that are being made to contact, inform, and educate MSFWs. These efforts could include projected personal outreach field contacts with MSFW's when needed; local public English and Spanish media such as TV, radio, newspapers, videos, class room training sessions, and posting of bilingual

pamphlets and posters at the local service delivery sites, community services agencies and organizations, churches, and places where MSFW's live, work or gather. This could include labor camps, employer sites, public housing, businesses, and educational institutions. Outreach staff will continue to report what efforts have been made to establish service linkages with community service providers to improve outreach efforts, referral to supportive services, and employment and training opportunities for agricultural workers.

To ensure consistent reporting and process improvements of local efforts to provide quality services to MSFW's, the Employment and Training Division's Agricultural Support Unit will continue to work with the Monitor Advocate's Office to identify the most efficient way of streamlining, collecting, and monitoring the local service efforts that are being made to provide quality services to agricultural employers and workers. The Department has appointed an ex-farmworker employee to manage the Agricultural Support Unit and the activities of the Agricultural Service Team. A task group has also been formed to identify, monitor and improve the required reports and services of the MSFW Program. Agricultural Support Unit staff and the Monitor Advocate will continue to work in partnership to assist local service delivery sites establish service linkages with external agencies.

Inclusion in the WorkSource System

In order to ensure that agricultural employers and workers were included in the new WorkSource system as well as Unemployment Insurance (UI) Tele-Centers an Agricultural Service Team was established in August, 1997, to identify and study the issues and make appropriate recommendations. These recommendations have been shared with the Executive Policy Council and in turn forwarded to the partners. The Team will continue to advocate for and monitor the results of implementing these recommendations.

The team's vision is for agricultural employers and workers to have equal access to all workforce development programs and services in the state. The major goal of the team's efforts is to enhance accessibility and service delivery for these two large and very important customer groups. The team will continue to advocate and seek participation with local partnerships in the planning of agricultural services for employers and workers.

Service Design Framework Recommendations

The WorkSource system service design framework is comprised of four fundamental themes. The Agricultural Services Team took great care to ensure that all recommendations related to agricultural employers and workers fit within the framework and have submitted these recommendations to the Executive Policy Council which in turn has shared them with local partnerships. The team is continuing to advocate for and monitoring implementation of these recommendations internally and externally.

Universal Access – The WorkSource system is designed to provide services to all job seekers who are legally entitled to work in the United States and employers in community and rural areas throughout the state. Services are based on employment-related needs and meeting those needs regardless of customer demographic characteristics. Improving customer self-service options has made this expansion possible with limited resources.

In order to ensure that agricultural employers and workers are included in the new partnership service delivery system, there needs to be:

Consideration for the special needs of agricultural employers and workers;

Recommendations have been provided to the Executive Policy Council.

Spanish speaking, culturally sensitive staff to meet the needs of MSFW's;

Bid process took into consideration the need for bilingual staff.

Training to increase staff awareness of MSFW's cultural, educational and employment needs;

Awareness training will continue with internal staff and is also planned for service providers.

Labor Market information available for agriculture employers and workers;

Agricultural labor market information is now available and efforts continue in making it more accessible and user friendly for agricultural employers and workers.

More service delivery staff training on the Department's core services; and

Staff training has been conducted and will continue into PY 1999

Alternative ways to access employment opportunities for clients with Limited English Proficiency (LEP);

Examination of current data sources is planned for PY 99 and will include review of options to access employment opportunities.

Service Integration – Integrating the Department's core services with other workforce development programs has enabled the WorkSource system to provide access to a broad range of opportunities that can be customized to meet the needs of individual employers and workers. New technology has been utilized to make this possible.

In order to ensure that agricultural employers and workers are included, there needs to be:

An MSFW Program Representative on the state level Executive Policy Council

Committee, and on the local committees as appropriate;

A recommendation for representation has been submitted to the Executive Policy Council.

A requirement that all staff in all programs serve agricultural workers, and

There is and will be a continuing effort to inform all program and service provider staff of their responsibility to provide services to agricultural employers and workers.

State and local partnerships wherein the responsibility for serving agricultural workers is coordinated and shared.

To this end recommendations have been provided to the Executive Policy Council.

Customer Choice - -The system offers several dimensions of customer choice, including an expanded choice of available services, choice of where to go to access services (community based partnerships, public and private schools, career development centers, and business development centers,) and choice of how customers may access services (one-on-one, group services, self-service, etc.).

In order to ensure that agricultural employers and workers are included, there needs to be:

Information and assistance for agricultural employers and workers on the use of new technologies;

As new technologies emerge at service delivery locations, customer assistance will be provided.

A marketing plan for assistance for agricultural employers and worker regarding the services available through the system; and

This has been an on-going process and will become more formalized and structured with all service providers.

A survey of agricultural employers and workers regarding their service needs;

Each year an examination of agricultural employers and workers needs is undertaken for the purpose of planning service delivery strategies for this population.

Accountability and Skill Standards – Each system affiliate and career center has performance outcomes and quality standards and goals to achieve. Performance information is available to customers to help them select among service providers. A system of workforce and occupational skill standards helps employers, workers, and staff determine the steps require to improve skills and advance careers.

In order to ensure that agricultural employers and workers are included, there needs to be:

Quality performance standards and measures;

There may be a need to add quality performance standards to the indicators, this will be examined by PY 1999.

Monitoring standards for performance and customer satisfaction; and

Indicators of performance are continually monitored and customer satisfaction is assessed.

A redesigned data collection system;

Examination and redesign of current data system is underway.

Inclusion in Call Centers

Although the team was primarily concerned with the effort to integrate agriculture employers and workers into the Career Development Center system, there were recommendations developed regarding Unemployment Insurance (UI) Tele-Centers.

Specifically, there needs to be:

Policy decisions on how Tele-Centers will serve agricultural workers;

Recommendations have been submitted to the Tele-Center Executives.

A marketing plan for agriculture workers regarding Tele-Centers;

A marketing plan has been developed to include newspaper articles, a series of interviews with Spanish speaking media and publications.

Information and assistance for agricultural workers on the use of the new UI processes;

A one-page brochure/flyer in Spanish will be developed to assist staff in explaining the new process.

Spanish speaking, culturally sensitive staff at Tele-Centers to identify potential MSFW's and provide UI services.

Recruitment is currently underway to hire at least 10 bilingual staff.

Training to increase Tele-Center staff awareness of MSFWs' cultural, educational, and employment needs;

Training has been developed and is now included in Intake training.

Linkages between Tele-Center and the WorkSource system;

A special focus is placed on developing a link between Tele-Centers and the WorkSource system.

Accessibility through Tele-Centers to employment and training services;

There is now a choice on the Tele-Center menu for Reemployment Services in Spanish.

Tele-Center staff training on One-Stop core services; and

Enhanced training is being developed and will be provided on an on going basis.

Performance standards and quality measures established for Tele-Centers.

Performance standards have been defined and work is underway to develop a mechanism to track and refer MSFW's to appropriate services.

Management Policy Decisions

Department management and the WorkSource partners have reviewed the Agricultural Services Team's recommendations. Policy decisions by these entities will need to address how the WorkSource system and Tele-Centers will meet agricultural employers and worker needs. In addition, the Agricultural Services Team has requested membership on, or is making recommendations to, all appropriate Department workgroups and committees wherein it needs a voice to accomplish its charge. This is an ongoing process.

Affirmative Action Plan

For PY 1999 there are four identified significant MSFW service delivery sites requiring an Affirmative Action Plan – Sunnyside, Yakima, Wenatchee and Moses Lake. An Affirmative Action Plan for these sites is included. The plan includes a comparison of the racial and ethnic composition of the workforce and that of the Department's service delivery staff.